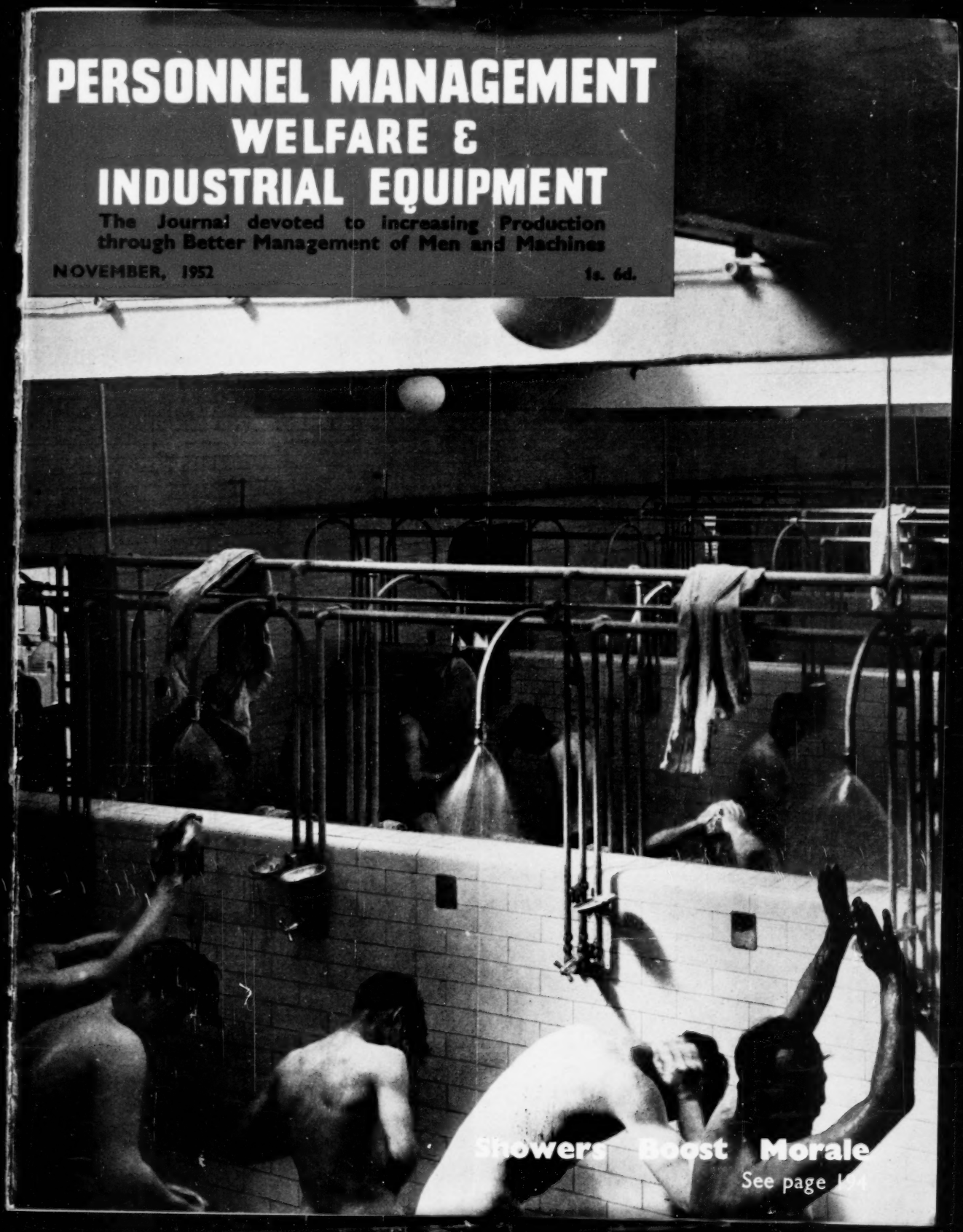
PERSONNEL MANAGEMENT
WELFARE & INDUSTRIAL EQUIPMENT

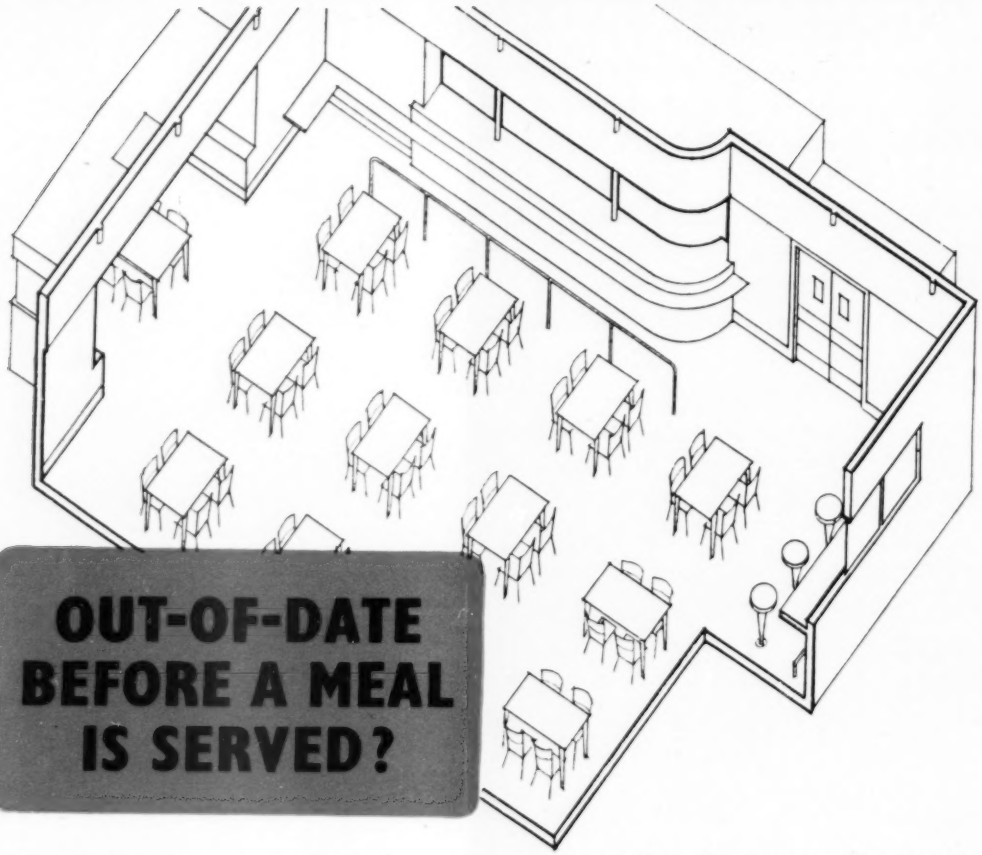
The Journal devoted to increasing Production through Better Management of Men and Machines

NOVEMBER, 1952 1s. 6d.



Showers Boost Morale

See page 194



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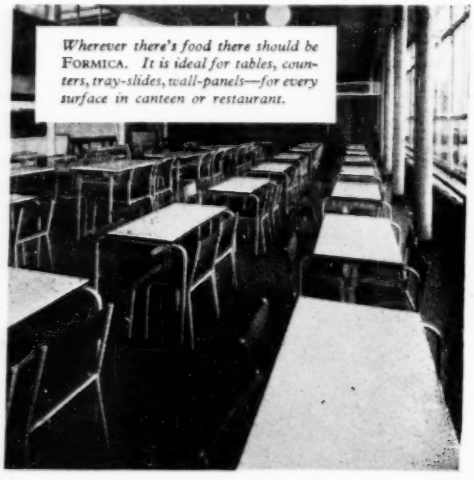

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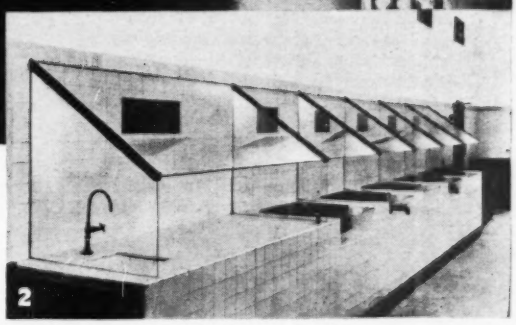

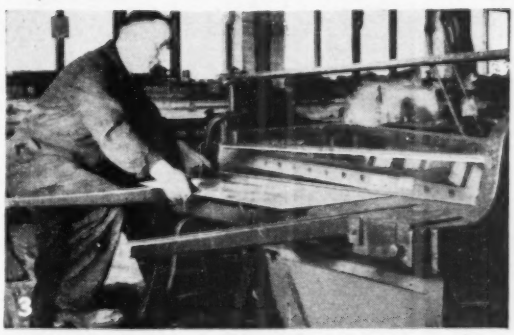

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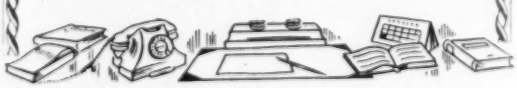

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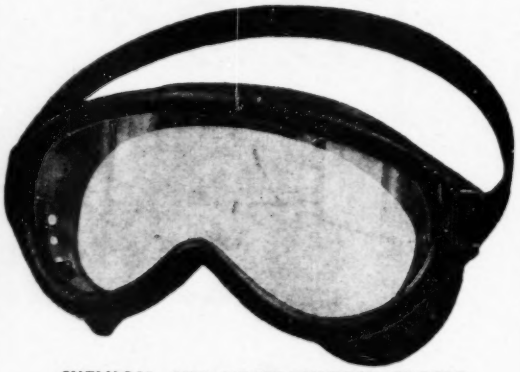

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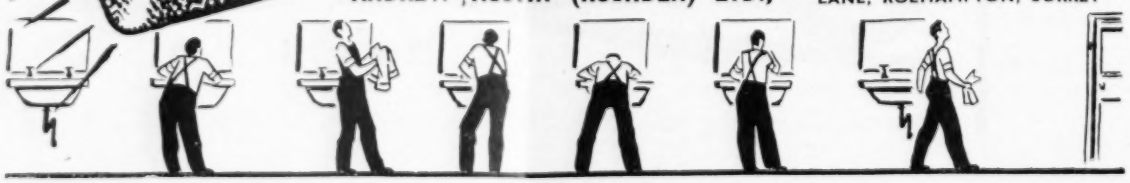

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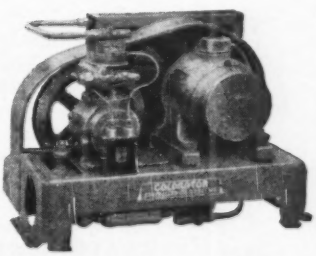

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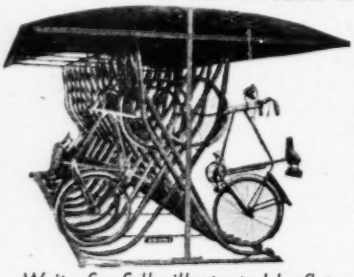

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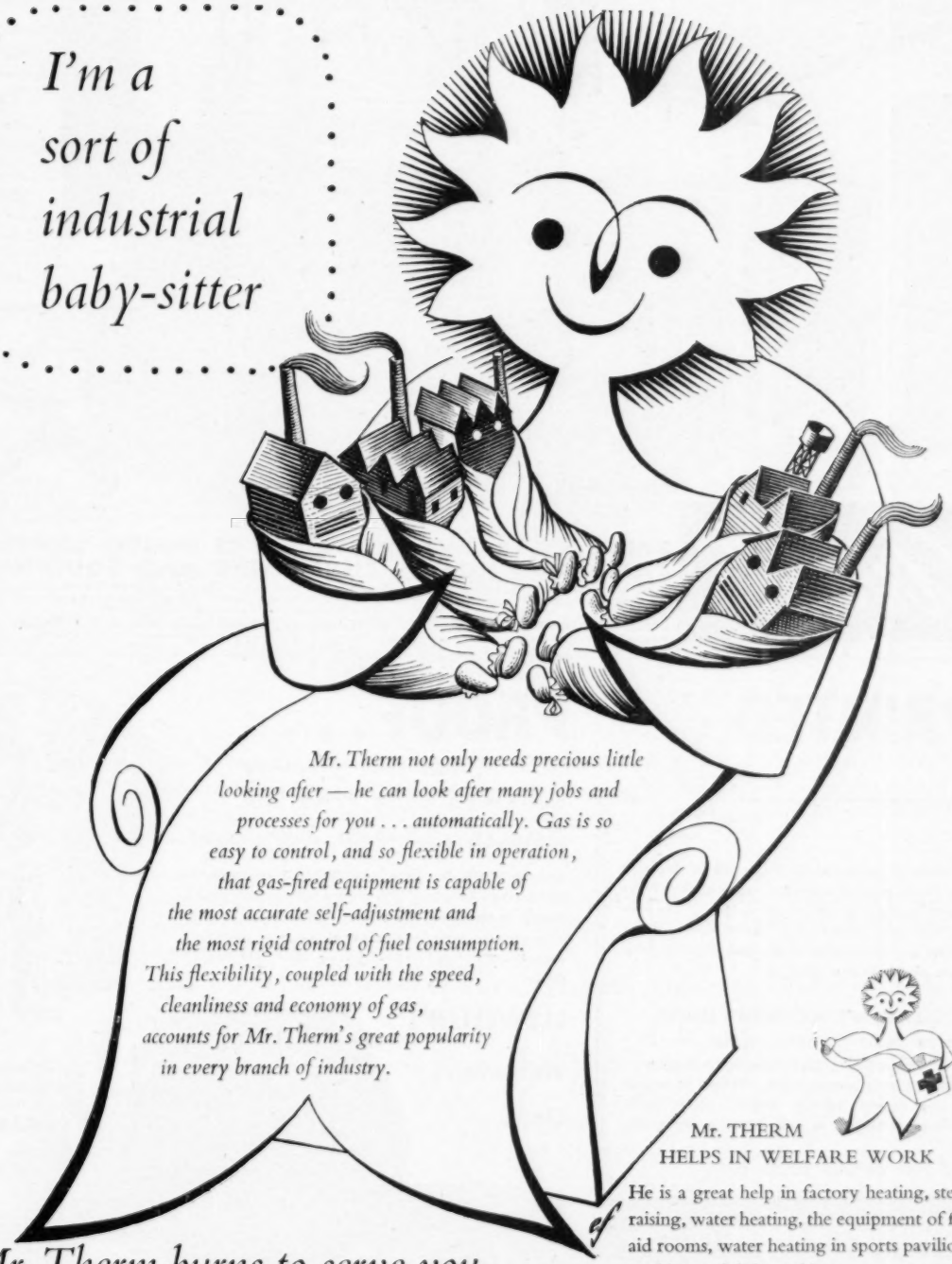

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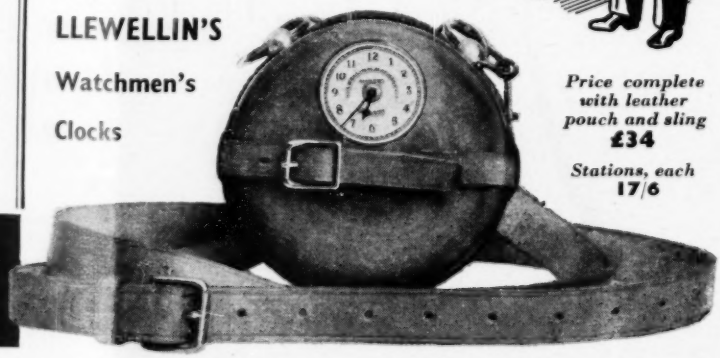

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CONTENTS FOR NOVEMBER, 1952

MANAGEMENT OF PERSONNEL

TWELVE-POINT PLANNED EMPLOYMENT POLICY ... ... *J. MASLIN*, *Personnel Director, Accles and Pollock Ltd.* 191
MANAGEMENT BOOKSHELF 201

INDUSTRIAL EQUIPMENT AND MANAGEMENT

EYE-RESTING TECHNIQUE BENEFITS OUTPUT ... ... *K. R. GIBBINS*, *Manager, Psychromatics Section, Holland & Hannen and Cubitts Ltd.* 189
EQUIPMENT THAT RAISES OUTPUT: Ventilation ★ Cloakroom Equipment Handling ★ Maintenance ★ Packing ★ Better Housekeeping ★ Finishing 209

WELFARE, TRAINING AND HEALTH

FACTORY SHOWER BATHS RAISE MORALE ... ... *L. DOPSON* 194
PARAPLEGICS CAN DO A VALUABLE JOB ... ... *DR. A. T. BYRNE* 199

SAFETY AND ACCIDENT PREVENTION—CIVIL DEFENCE

BRITISH STANDARD FOR SAFETY FOOTWEAR 198
INDUSTRIAL C.D. NEWS BULLETIN 201

CANTEENS AND CATERING

WINTER MEALS FOR GOOD HEALTH ... ... *WINEFRED YEOMANS*, *Catering Manager, Daily Mirror Newspapers Ltd.* 206

NEWS AND READERS' SERVICE

CURRENT PERSONNEL AND PRODUCTION PRACTICE DIGEST 196
PERSONNEL NEWS BULLETIN 203
SUMMARY OF OFFICIAL PUBLICATIONS 212
MANAGEMENT DIARY FOR NOVEMBER 214

Vol. 19, No. 150

Published monthly by Shaw Publishing Co. Ltd., 180 Fleet Street, London, E.C.4 (CHA. 8844) Incorporating "Civil Defence Journal and ARP & NFS Review" and "Welfare," London. Subscription rates: 20s. per year, post free in the U.K.; 25s. per year overseas.

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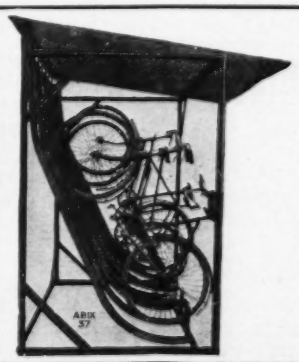

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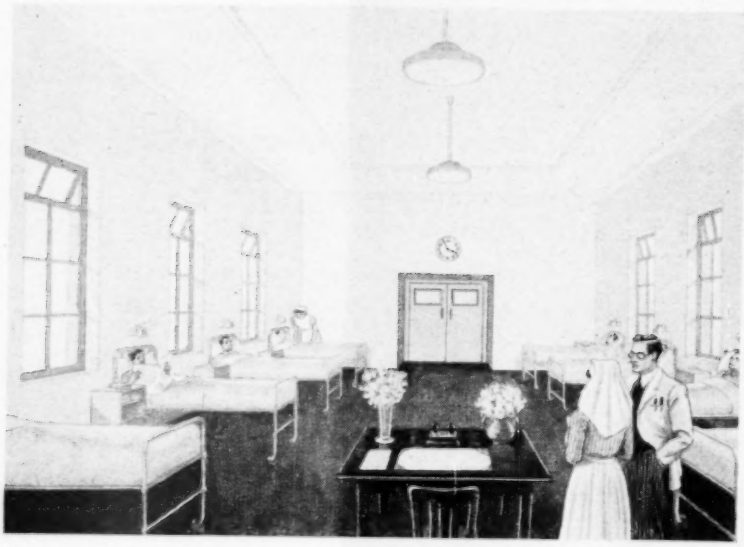

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FAROMAT has immense hiding and covering capacity, and an "After-Flow" unprecedented with this type of paint.

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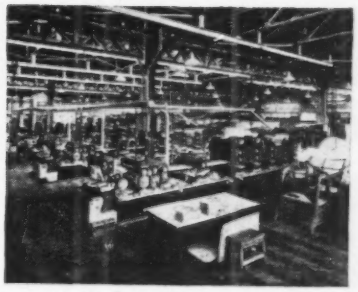
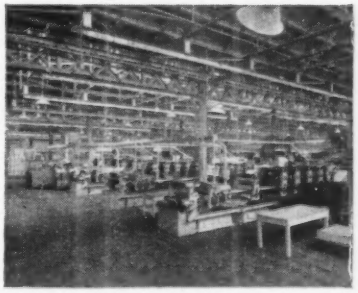
This Eye-resting Technique Benefits Output, Safety And Health

By K. R. GIBBINS, *Manager, Psychromatics Section, Holland & Hannen and Cubitts Ltd.*



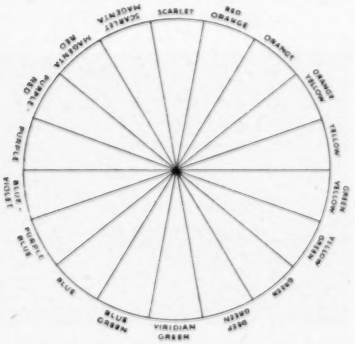


A special colour to contrast with the various inks used was created for the treatment of machinery in this large printing works. Even without the aid of colour reproduction, the improvement in visual contrast achieved after the application of a psychromatics scheme (lower picture) can be appreciated. The area illustrated is one-sixth of the total.

Can your employees really see what they are doing? Are they working in an environment which enables them to give of their best while avoiding eye tiredness and the risks of accident and ill-health resulting from it? Firms planning to build a new factory or redecorate an existing one can, with the aid of psychromatics, provide their employees with a workplace where the job can be done under the best visual conditions.

THE vastly improved working conditions widely enjoyed today in factories, workshops and offices have been brought about by careful attention to numerous inter-related factors of which lighting, with its ally, functional colour, has a greater influence than almost any other controllable factor.

The technique of psychromatics is the scientific application of colour and illumination to building interiors with the object of ensuring the maximum ease of visibility, a visual environment best suited to the type of interior and the purpose for which it is used, and the mental and physical well-being of the building's occupants. This technique has assumed particular prominence in recent years after research into industrial working conditions, fatigue arising from eye tiredness (with its complex effects upon health and efficiency) and the numerous factors bearing upon human reactions to physical and mental tasks.



Example of a colour wheel. Opposite colours are complementary—one provides a foil for the other which is pleasing to the eye.

The more advanced technique of illuminating engineering aims at ensuring an adequate intensity of lighting with carefully controlled brightness contrast throughout the interior to ensure the best visual effect and the avoidance of glare or other faults in the lighting quality. It is at this stage that colour can play an important rôle, and we may define the primary function of psychromatics as the principle of ensuring good vision by producing such differences of brightness or colour on lighted surfaces as will enable the observer to determine clearly what he is looking at and so carry out his task under the most favourable conditions.

The method adopted is to apply selective colour treatment to machines, equipment and surrounding areas, designed in relation to the nature of the work and the lighting employed.

Illumination is fundamentally a derived quality, to be assessed in relation to the brightness of the visual field. The critical area within this field may be the operating point on a machine, numerous kinds of manipulative tasks or the close study of written or printed matter; and it is the brightness of this object detail which initially determines the degree of illumination needed to ensure comfortable vision free from eye-strain. The object detail contrast also influences its effective brightness, and therefore visual perception, and this contrast may be one of brightness, colour, or a mixture of both.

The brightness of the surround areas also exerts a considerable influence upon effective vision. These areas include machine bodies, bench and desk tops, floors, walls and ceilings within the room. Visual acuity is highest when the surround area is comparable in brightness to that of the task, and the most comfortable seeing conditions occur when the eye's adaptation level is not sensibly altered when looking up from the work and viewing any point in the normal field of view. It has been found in practice that establishing a surround brightness level of approximately one-third of the adaptation level results in satisfactory conditions.

Researches into the properties of

A Good Colour and Lighting Scheme

Raises employees' spirits—and effort.

"Cools" a warm room or "warms" a cold one.

Cuts consumption of artificial light.

Leads to a tidier, cleaner factory or office.

colour in relation to human activities have demonstrated beyond doubt that the engineering approach to colour application is capable of producing results about which there can be no argument. This scientific treatment of colour does not render obsolete the human attribute of "colour sense," but it does aim at eliminating guesswork and providing accurate data which can be used as a basis to start from, and as a means of checking both the final scheme of decoration and every stage of its development.

Complementary Colours

In developing an interior scheme of decoration the use of complementary colours is well known, and is a system usually based on one of the standard spectral colour wheels or circles, the artist determining which complementary colour provides the most pleasing foil to its neighbour.

The exacting visual problems to be found in industry, however, demand a more scientific system of colour planning. Here use is made of the "after-image" retained by the eye when the retina has been saturated by a particular colour. The after-image colour is the true complement, and when the immediate surround to the critical work area is matched to this in hue and tone it completely absorbs the after-image when the eye is brought to rest upon it.

Thus a common form of eyestrain caused by colour saturation is minimised. At the same time the materials and objects being worked upon are clearly defined against their backgrounds.

The complementaries obtained by this means are similar in hue to those established diagrammatically by the colour wheel, but they differ noticeably in tone, the exact value of which can only be determined readily by visual test.

The correct value of complementary colours in juxtaposition is the most important element in industrial colouring and applies not only to the machines and critical work spaces, but to the more distant surroundings of walls and ceilings, etc. This system links up well with the requirements of graded brightness within the interior. In practice, careful colour treatment of the work and surround areas, coupled with balanced lighting, produces the necessary conditions with the further advantage that the use of controlled colour contrasts can aid psychological vision by directing attention to the areas of special concentration.

Works managements rightly regard the creation of a satisfactory psychological environment of first importance, having a beneficial effect upon the health and morale of executive staff and workpeople alike. Colour is a valuable aid for the following reasons:

(i) A clean, cheerfully-coloured workshop or office boosts morale and acts as a stimulant to greater effort and a more willing and efficient staff. Several firms have reported improved labour relations and reduced absenteeism through minor occupational ailments after the introduction of colour into the workrooms.

(ii) An imperfect environment can be improved by a suitable colour and lighting scheme. A warm location is "cooled down" and a cold interior "warmed" by a correctly-planned decorative scheme. A company recently reported having saved, in reduced heating charges, the cost of a colour-and-lighting scheme in their office premises.

(iii) Schemes are invariably in light hues of high reflectivity, so that whatever form of illumination is provided it is utilised in the most efficient manner. Not infrequently planned redecoration results in less demand on the electric lighting system, with consequent reduction in operating costs.

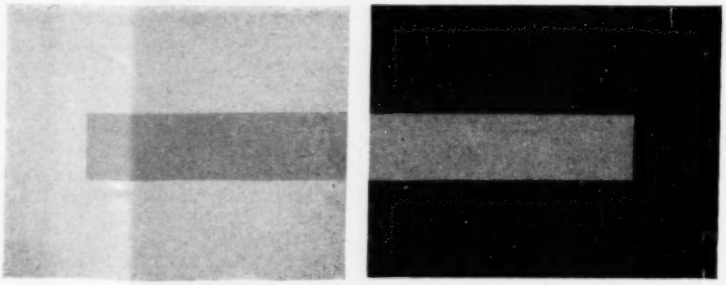
(iv) Colour is an aid to cleanliness and good housekeeping. A clean and tidy factory is an efficient one and experience has shown that the majority of operatives, given the opportunity of working in a colour-treated factory, take a greater pride in their machines and workplaces.

Reducing Accidents

Industrial accidents are primarily brought about by human carelessness for which there is no certain cure other than greater care on the part of those who handle machines and implements likely to cause injuries. Psychromatics cannot cure carelessness, but its principles do establish conditions which may well reduce the likelihood of accidents. The elimination of dark corners and heavy shadows lessens the chance of people falling, while the marking out of traffic lanes for mobile trucks and the general tidying of floor areas, inseparable from an efficient scheme, reduce the risk still more.

Colour is further used to convey a message to the observer in the form of codes for the identification of service pipes and hazards. Fire and first-aid equipments are suitably coloured, as also are dangerous parts of machines left exposed by the removal of guards, and any other hazards likely to be the cause of an

(*Continued on page* 213.)



The central grey strips appear to differ from each other in tone value, but actually they are the same. Alterations in colour value caused by juxtaposition are used to direct attention to work areas of special concentration.

This Planned Employment Policy Maintains Good Labour Relations

"It is not enough to know you are doing right; it must be seen that you are doing right," says W. Robson Brown, M.P., in a speech reported on page 202. Here is a firm which states its enlightened employment policy in black and white, and gives every employee a copy of the statement. Each man, therefore, knows his rights, his obligations and exactly whom to approach if he has a problem. Thus has the dehumanising influence of industrial growth been combated and an unusual degree of loyalty built up.

By J. MASLIN, *Personnel Director, Accles and Pollock Limited*

Regular courses for potential supervisors are held in the T.I. residential training centre.

FIFTY years ago Accles and Pollock Ltd. were a small firm employing about twenty men. Today they are the largest tube works of their kind in the world with a payroll of more than 5,000. Having grown thus during this past half-century, when the art of personnel management has also seen such rapid development, the firm makes a particularly interesting study.

From their earliest days the company have had a happy history of labour relations, and that success has been due mainly, I believe, to the way in which personnel policy has been adapted to suit changing conditions.

Obviously, methods which worked very well with twenty men will not work with 5,000. Yet while introducing new methods and policies the company have always taken care to maintain the best of the old traditions. This is shown by the unusual degree of loyalty we have received from our employees in these restless days. More than 800 of them have qualified for membership of the "25-Year Fellowship," and these old servants form a solid and respected nucleus in every department.

Extra holidays with pay were given as a reward for this long service (now, with the fortnight's holiday adopted as general in the engineering industry, this has been altered to an extra week's pay). There is an excellent pension scheme for everyone—one of the first in the engineering industry on an "all-in" basis—organised in conjunction with our parent group, Tube Investments Ltd. We have a live works advisory council with subsidiary groups for every department. Sporting, social, health and other medical services are well up to the level of the best in the industry.

A relief fund helps employees who need a change of air to stay at the Kunzle farmhouse (left) at Davos, Switzerland.

But the directors decided, about five years ago, that this was not enough. In the modern large-scale industrial unit the individual employee loses touch with the boss. He may have better amenities, better conditions, but he doesn't have that personal assurance of regularly meeting the boss about the job and, as a result, "knowing where he stands." And in all of us there is this keen desire to know where we stand. We all hate being dealt with at long range, seeing our personal problems resolved into impersonal documents, and being unable to get directly at the man who matters.

It wasn't enough just to *be* fair, the directors decided. Management should be willing to state its policy plainly, in black and white. Every employee should have the assurance of knowing that policy—of knowing what was expected of them, and what they could expect in return.

So the company produced a "Twelve Point Employment Policy," which is issued to every employee as part of the works handbook. Putting a policy down on paper does not solve industry's problems, but it is, we think, a big move in the right direction. As Mr. Mark Reeve, our joint managing director, said: "We still make mistakes. Management can suffer from the human element, just as anyone can, *but the important thing is to know what your aims are and not be afraid to put them down in black and white.*"

That is what has been done at Accles and Pollock. Every employee when he joins the company knows where he stands, knows he will get a square deal, and if he doesn't think he is being treated fairly he can complain with the full authority of a clear management policy behind him.

Those twelve points, in fact, provide the framework around which is built our whole policy of internal relations, and we have had considerable evidence that the clear expression of our policy has been greatly appreciated by employees.

Every one of these twelve points could well be the subject of a separate article, but it is, perhaps, worth while to try to deal in a little greater detail with some of them.

The first three points are inter-

linked and are the expression of our belief that a man can only be a good employee if he is happy in his work. Welfare is important, but the most magnificent welfare facilities can never completely compensate a man for working at a job for which he is unfitted or which he dislikes.

Semi-skilled labour is taken on not for individual jobs at the works, but for a labour pool. This "float" of labour provides a useful mobile gang, from the management point of view, from which men can be drawn at short notice for any department where extra labour is wanted. In the course of a few weeks in the pool, men have the chance to try their hands at various jobs; they learn what is going on in the departments, find their way about the factory, and are able to make up their minds as to which job they think would suit them best.

Residential Training

At the end of about six weeks they are placed in a department, and by that time they know what they are going in for and have a very good idea about whether or not they can make a success of the job. Their own views are, of course, given every consideration before a final decision is made.

Training is dealt with both internally and, in co-operation with Tube Investments Ltd., at group level. The T.I. residential training centre in Birmingham provides admirable facilities and particular attention is given to the training of supervisors and prospective supervisors. From time to time, for instance, all employees who wish to are invited to apply for consideration for appointments as chargehands. Applicants go before a selection board and those chosen as suitable go on a training course which can last up to three months. Some of that time they will spend in residence at the T.I. centre, learning about the principles of supervision. The rest of the time they spend at the works, going round various departments including personnel, time study and so on, gaining a thorough understanding of the activities of the company as a whole.

At the end of this prospective chargehands' course they become eligible for promotion—and the important point is that they are eligible for vacancies which occur anywhere in the factory. Although a man's technical background must obviously be borne in mind, men are often appointed chargehands in departments quite removed from the one in which they previously worked. One valuable result of this policy, of course, is that men do not feel they have to wait for "dead men's shoes" before being promoted.

All this is in addition to the special training given to young entrants who get full facilities for part-time day release and who also qualify, under the apprenticeship agreement, for a period of six months' full-time practical and theoretical training at a local technical college.

Point four is important in a big factory where many employees are on incentives. Some time ago we published a little booklet, which was issued to all employees, explaining the basic principles of time study and how it worked. A section at the end told every employee the points he should watch to make sure he was getting a fair deal. This frankness about a subject which can often cause difficulties has been welcomed and has resulted in considerably more co-operation on the application of incentives, I believe, than might otherwise have been achieved.

Works Advisory Council

Our works advisory council was established just over ten years ago and it has already achieved a considerable reputation. The important point here is to make every employee feel that he or she has a representative, able to raise points through the joint consultation machinery, and working more or less in the immediate group.

With a large works employing more than 5,000 people it is obviously impossible to retain that principle combined with direct representation on the main advisory council. So we have a series of group committees covering all departments. Every hundred or so employees elect a representative to their local group and each group elects a representative to the main advisory council. A constant flow of information is maintained in both directions and the efficiency of the group committees in dealing with domestic matters concerning the departments avoids having the main council agenda cluttered up with items which interest only a few of the employees.

A production sub-committee deals with production matters and there are other joint committees for health and safety. The main council is therefore left to deal with major points of interest to the employees as a whole. Lively discussions take place at the monthly meetings on all subjects from clocking-out to training, and apart from the official minutes—which are freely available—a *W.A.C. Newsletter* is issued with the works magazine, reporting first-person quotes and interesting items from the council's business.

Point seven is straightforward enough. Any employee who wants a personal and confidential talk tells his chargehand or foreman and is able to fix an appointment through the personnel office. Naturally the personnel department will not deal with matters over the heads of shop supervision.

Point eight is another big subject. We have always tried to maintain a high standard of health service.

Members of the works advisory council in session. The council meets monthly in the board room, and deals only with major points of interest to the employees as a whole. Group committees look after more domestic matters, with each member representing about 100 people

Surgeries are placed around the works and apart from normal surgery facilities, equipment and trained staff are available for physiotherapy, dental treatment, sun-ray treatment, chiropody, and other forms of treatment.

Point ten deals with the relief fund—an organisation of which we are particularly proud. The fund has been in operation for over thirty-five years and is financed and administered jointly by management and employees, and does a magnificent job of work in helping employees who are in need. There are no fixed rules of benefit and money is always given when it is needed. In addition the management finances a special relief grant used for giving assistance not covered by the ordinary fund. As one topical instance of the application of that special relief fund, we are now sending parties of employees whose health deserves consideration for a month's stay in Switzerland. Facilities have been made available to us for this venture through the generosity of Mr. Christian Kunzle.

For their month's stay our employees will be asked to contribute £15. The rest of the money needed, including an allowance for the maintenance of their families while they are away, will be covered by a special relief grant from the company.

Long-service Reunion

Point eleven is of special concern to Accles and Pollock, where we have a very large number of long-service employees. More than 800 have completed 25 years or more with the company, and nearly 600 of these are still working with us today. An annual reunion is held.

Retired employees are not forgotten and we are starting a series of monthly afternoon "at homes" to which all retired employees are invited. Tea is provided at the works.

These are just a few instances of the way in which the philosophy behind our twelve-point employment policy is applied in practice. The important factor is that a policy does give us a logical line along which to develop our internal relations. Welfare, personnel policy, medical and safety work are no longer separate functions added-to piecemeal. They are part of an integrated whole based on our belief that the happy employee is a good employee to have.

12-Point Employment Policy

The Directors and Management have very clear ideas of what should be done to make Accles and Pollock Ltd. a good company to work for. These ideas are known to all Departmental Managers and Supervisors, and it is the aim of all concerned to see that our relations with our employees measure up to these aims as far as is practicable. Thus we have a "12-Point Employment Policy" which is:

1 To do all we reasonably can to assist you to find the sort of job which you can do best and wish to have.

2 To give you opportunities for training if this will help you to do your job better, or will help you to become fit for promotion.

3 To give you opportunities for transfer to other work, if such a transfer is practicable, and if it is in your interest to do so, particularly if it means promotion.

4 To pay you a wage which is a fair one for the work you do. If you are paid a bonus or piecework, to give you, or your representative, every opportunity to satisfy you that the bonus or price is a fair one.

5 To encourage you to be a member of a Trade Union if you wish to do so, but leaving the matter as one which is entirely your own personal concern.

6 To give you, through our Works Advisory Council and by other means, any information we can about matters which are likely to affect you, or in which you are likely to be interested. Also to give you, through your representatives on the Council, an opportunity of voicing your point of view on any matters which are the concern of both you and us.

7 To see that you are given the chance if you wish at any time to have a personal and confidential talk to any members of the Management, always provided it is with the knowledge of your Charge-hand or Foreman.

8 To do everything we can to ensure that your conditions of working are as good as they can be. Particularly to do our part in preventing accidents, and ensuring that the factory is a healthy place to work in.

9 To ensure that the standard of discipline is fair to you, and that there shall be no favouritism and that in every way the only method of judging you will be on the value of the service which you give to the company.

10 To do our share through the company's payment into our Relief Fund to assist you as far as is practicable if financial hardship through prolonged sickness or other cause should arise.

11 To give to you, as a satisfactory employee, as great an assurance of permanent employment as is practicable, and to give privileges for long and loyal service.

12 Through our Personnel Department, and the active support of our Departmental Managers and Supervisors, to keep constantly in front of us our aim to make you feel that Accles and Pollock Ltd. "is a good company to work for."

We have set down this "12-Point Employment Policy" and it is our wish to see it carried out, but it cannot succeed unless you are prepared to do your part in making it operate successfully.

Factory Shower Baths Help to

★ *RAISE MORALE*

★ *SAFEGUARD HEALTH*

★ *STEP UP RECRUITMENT*

★ *SAVE SPACE AND MONEY*

Many employers in "dirty" industries who are legally required to provide baths for their employees have found that compliance with the letter of the law has improved the spirit of their workers. Other managements, while bound by no legal requirement, have been quick to perceive the welfare value of the bath-house. For both types of employer the shower bath would seem to have certain advantages over other patterns.

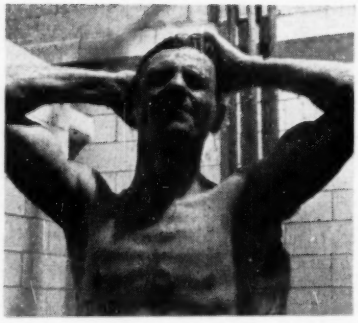
By L. DOPSON

"THE popularity of the shower bath continues to grow and it is found now not only in large factories, but in many different types of smaller works. Shower baths . . . are now being provided in many trades." So wrote the Chief Inspector of Factories in his annual report for 1950.

Employers in white lead works and certain chemical works, oil cake mills and sugar factories are, of course, required by law to provide baths. As a method of fulfilling this requirement a shower has advantages over the plunge bath. It uses only about two-thirds of the hot water consumed by the plunge bath, and shows a slight saving on capital cost. It can also save space. Further, a shower is easier to keep clean, and persons using it and then going out in the cold are less likely to catch a chill than if they had been lying stewing in a hot bath.

Shower baths can play a part in improving morale and possibly even in stimulating recruitment. The coal industry—represented by the Miners' Welfare Commission under private enterprise before and during the war, and the National Coal Board since—has shown the way with pithead baths. Of recent years many more firms in another dirty industry, ironfounding, have provided showers for their employees. The ceremonies held to open these installations have, incidentally, provided publicity for the works with notices in the local paper and elsewhere. Some cases of wilful damage are reported to the Chief Inspector, but generally the new facilities are not misused—and they are appreciated. No longer does the foundryman have to travel to and from work in his old clothes, and dirty. Now he can go dressed like other citizens and if he is on a shift which finishes in the afternoon he can go straight off for an outing with his family.

It is often said that women in this country do not like showers; but that they are used and appreciated by women employees is the experience at, for example, Tate and Lyle's warehouse in the London docks. Showers had previously been provided for men and recently they were installed in a room off the washroom for the women also. There is complete privacy for undressing and washing in each shower cubicle—an important consideration for women—and indeed also for men, who are often more sensitive in these matters than is supposed. An objection which women have to showers is the wetting of the hair. At the Tate and and Lyle installation there seems no difficulty here; the girls provide their own bathing caps which can be bought cheaply. It is, however, possible to have showers for women at shoulder height and with the spray arranged at an angle of some 60° so that the water goes on the body and not on the hair at all.



The miner takes a shower. The coal industry was among the first to provide showers for its employees. The iron founders followed, and today many varied firms, some quite small, include shower baths among their welfare amenities.

For women it is also an advantage to have an atomiser type of spray piece, which has a serrated nozzle and throws out a film of water; with this there is less splashing. Although adjustable shower heads can be fitted, they would not be very prac-

tical in a factory, where it is desirable to keep the equipment as simple and "wrench-proof" as possible.

An industrial nurse once found a girl employee wearing her vest while taking a shower! The door of the room containing the shower could not be locked and the young lady is alleged to have said that she was afraid the foreman might walk in, though she did not suggest that this would be otherwise than accidentally. This true story does, however, emphasise the need for the careful planning of showers.

Privacy in individual showers can be provided by plastic curtains. If the employee undresses in another place, a hook must be provided on which a towel can be hung. There must be sufficient space in the shower compartment, so that one does not bang one's elbow against the side. *Specification*, 1951, suggests a compartment 4 ft. 6 in. by 5 ft. deep; it is, however, possible to make a satisfactory arrangement with an area of not less than 3 ft. by 4 ft. Perhaps the best arrangement is to combine shower and undressing space, thus having two compartments in one, and giving complete privacy. The outer undressing space should contain a stool and clothes' pegs. The shower itself should be enclosed in a further curtain, to prevent splashing. The curtain should hang inside the shower trough, otherwise the water tends to run down the side of the curtain and out on the floor.

The room in which showers are installed must be well ventilated. A shower unit might be so arranged that there is a lavatory on one side of the wall and a shower on the other, resulting in a saving by a sharing of plumbing services. Showers are drained by means of a trapped gulley under the floor, and because of this it is convenient to arrange them on different floors immediately below each other, if there is more than one set of installations.

Women don't like getting their hair wet. This 60° fitting with an atomiser spray piece is helping to overcome feminine prejudice against shower baths.

Thirty-inch by 30 in. by 5 in. deep is a popular size for the trough in which the bather stands, under the shower. A non-slippery stand should be provided. Gratings should have bars not more than $\frac{3}{4}$ in. apart, to obviate catching the toes.

It is desirable to provide a thermostatic control of the water temperature. This prevents any accidents through the bather's turning on the water too hot and so scalding him—or herself. A thermostatic control mixes the hot water with the cold at a safe, preset temperature. A mixer does not prevent the user from having a cold shower if he wants it or, indeed, having the water at any temperature up to the present limit. It can be fixed to individual showers or, in the case of gang showers, it can be fixed centrally. It may be added that thermostatic controls on washbasins can result in considerable saving of hot water in ordinary washing.

Cleanliness Vital

Athlete's foot, a fungus infection, can be spread in bathing places. The danger underlines the need to maintain scrupulous cleanliness in the installation. The bath building and fittings should be so constructed as to facilitate this. Corners, ledges and rough surfaces are undesirable. The walls and partitions should have smooth surfaces which can be readily washed down, and the Ministry of Labour's factory department *Welfare Pamphlet No. 8* suggests that enamel tiles and bricks or enamelled metal are suitable for this purpose.

The National Coal Board, of course, have perhaps the widest experience of showers in industry, and they have devised prefabricated pit-head shower baths for use at short-life collieries. The first of these was opened in 1949. In the prefabricated aluminium sections of the building the Hy-Guard-All system of storing and drying clothes was tested in the coalfields for the first time. Controlled space heating is used in the changing and shower rooms.

As an experiment the National Dock Labour Board have opened at Aberdeen a washing unit which will provide showers for dockers working on dirty cargoes. Other experimental units are planned. The difficulty with docks is that a dirty cargo may be in one part of a dock one week, in a distant part the next.

Proper Supervision

Small gas works, electricity generating plants and the railways are also now providing shower baths.

There must be proper supervision of shower baths. Liquid soap should be provided. If women wear caps they should be required to provide their own, otherwise a central stock would have to be maintained and kept clean, and it would in any case probably tend to "walk." If showers have to be taken in work hours, adequate time should be given. In areas where workers are without baths at home, arrangements are often made for them to use the firm's baths out of working hours.

(Photographs by courtesy of The National Coal Board, Holland & Hannen and Cubitts Ltd., Walker Crosweller & Co., Ltd., and Shanks & Co., Ltd.)

Question & Answer

By JOHN LYMESTER

Mr. Lymester will be glad to answer readers' financial and legal questions, a selection of which, with his replies, will be published in this column.

Q. *For some time, employees of ours who have just left school, and who are taking a special course, have been apprenticed without premium and we have paid them 5s. a week. We did this to enable their parents to get the income tax allowance which can be claimed on behalf of a young person who is undergoing full-time vocational training for a period of more than two years and who is receiving not more than £13 a year. We now know that this figure has been increased to £26 a year. Is it permissible for us to increase this payment to 10s. a week and make up back pay for each of the weeks since April 5, 1952?*

A. Yes. I see no reason why you should not pay these apprentices at the rate of 10s. a week from the first pay day after April 6. The allowance was increased from £13 to £26 for the income tax year 1952/53.

THEY SPRAY WITHOUT MASKS

The air-conditioning installation in this paint shop at Humber Limited, Coventry, is planned so that the exhaust carries away all spray from the guns into the water wash below the parts being sprayed. This eliminates any risk to the operators, who can work in comfort and safety without any necessity for wearing masks.

Planned Promotion Pays

SINCE 1950, Hotpoint, U.S.A., have filled 80 per cent of all vacancies by promoting employees who have qualified by planned training. Moreover, the majority have been placed in jobs which they themselves prefer. The scheme has reduced the need to recruit the more highly-skilled workers, and has stimulated employees to want and work for promotion. It also maintains an economic labour force in spite of fluctuations due to materials shortages, changed schedules, seasonal demands, or periods of expansion and opening up of new factories.

The four-point programme is as follows: 1. *Forecast employment requirements.* A definite production schedule is set for each quarter and translated into terms of labour requirements; estimates are also made for the following three quarters. If materials shortages upset the schedule, future labour requirement must be re-assessed, taking into account the effect of normal labour turnover, retirements, military service, etc. If this still leaves some workers redundant, they can be transferred temporarily to other departments, or employed on maintenance work.

2. *Inventory of worker skills, aptitudes and job preferences.* A questionnaire is issued to each worker asking him to state which jobs he prefers and what qualifications he possesses. If his preference does not fit in with his qualifications and past experience, he is helped to get the necessary training.

3. *Training workers.* Training programmes are designed to meet known labour requirements.

4. *Advancement on a planned basis.* When vacancies arise, the records show which men are qualified, or potentially qualified, to fill them. They are interviewed to make sure they still want the transfer, and if necessary, given on-the-job instruction.

Employees are satisfied that they will get a chance of promotion before outsiders are hired; the firm knows that it is getting experienced, interested employees for key posts.

(Condensed from *Factory Management and Maintenance*, 7/52.)

Night Life

BECAUSE of their hours of employment, workers on night shifts generally have little opportunity for participating in the social life of the factory. At their Bournville factory, Cadbury Bros. have tried to overcome this difficulty by extending facilities wherever possible. The swimming baths are open in the early hours of the morning for use after the shift has finished. The works library is open at night, and a film show is provided about four times a week. Classes in English are organised for foreign workers on night shift. Workers are encouraged to use the company's sports grounds during the day; they run their own teams and play football in the Birmingham Wednesday League. The "night half" of the Men's Club runs a successful programme which includes billiards, darts, table tennis, and whist drives. These night shift men have developed a distinct *esprit de corps* and are very jealous of the privilege they have been accorded.

(Condensed from *Industrial Welfare*, 9/52.)

Ideas from Scotland

GLASGOW Corporation Transport Department have succeeded in stopping the loss of trained drivers by introducing a new contract system. Under this a man must pay £10 towards his training, and if he fails to keep his contract to remain in the job for at least one year after training the Corporation retain the £10.

★ ★ ★

Hundreds of employees of Barclay, Curle and Co. Ltd., together with their families and friends, took advantage of the offer of Watts, Watts and Co., owners of the new "Windsor," to visit the ship before she ran her trials. Employees took an obvious pride in the yard and their share in the construction, while their families were able to inspect a major shipyard and see where their menfolk worked. The ship was very suitable for such a visit, since it incorporates many novel features, including a self-service cafeteria for the crew, a galley equipped as well as a modern hotel, and accommodation for recreation and rest.

★ ★ ★

James Macfarlane and Co. (Pollokshaws) Ltd., shirt and pyjama manufacturers, of Hurlford, nr. Kilmarnock, have for some years run a successful poultry farm in conjunction with the factory. The original intention was that the poultry farm should utilise canteen waste from the factory, and the canteen benefit from the resulting eggs and table birds. The deep litter system has been introduced recently and egg production increased. The farm has now been registered as a separate company.

★ ★ ★

The Scottish Co-operative Wholesale Society's Welfare Department are running two short courses for their foremen to ensure that the Welfare Department's policy and services are understood and that supervisory grades are conversant with the functions of that department. The programme includes talks on the human factor, health and hygiene, safety and civil defence.

Ideas & News from House Magazines

Models for a Day

Women operatives at Cookley steel works became fashion models for a day when a dress show was staged in their canteen. They took part in three 40-minute shows and displayed autumn fashions to a total audience of 1,200 people, including some of their male colleagues. Outfits ranged from "an ideal working outfit" consisting of slacks, blouse and turban, to a bridal gown, while the models included a 17-year-old canteen trainee and a 55-year-old grandmother. **(Ingot News.)**

Factory Laundry

An up-to-date laundry, employing a staff of thirty, launders about half-a-million overalls, boilersuits, coats, caps, towels, etc., every year for employees of Batchelors Peas Ltd., and other firms in the Unilever group in the West London area. Work is normally received by the laundry at the beginning of the week and returned to the factory at the end of the same week, but a 48-hour service can be given if required. **(The Pea Pod.)**

Editorial Conference

About fifty men and women got together to criticise their own efforts, and those of the editor, when correspondents of the South Eastern Electricity Board's magazine held their annual conference. Presentation and contents were examined and suggestions made for future improvements. One of the many benefits of the conference was that correspondents from all parts of the district got to know each other or renewed acquaintanceship with other members of the editorial team. **(Seaboard.)**

Apprentice First Aiders

At the 25th annual dinner of the Stanton Ironworks division of St. John Ambulance Brigade, the managing director announced that all the company's apprentices were now given first-aid training. Out of sixtv-five who had completed their three-year course, 95 per cent. had qualified for their certificates. **(The Stantonian.)**

Night Special

Special job of a member of the security staff on night shift at the Acton ice-cream factory is seeing that tenants of neighbouring houses are not kept awake by unnecessary noise.

Preference for night work is expressed by some workers who like the long week-end and the extra pay, but married men find it is not popular with their wives as it upsets the home routine. **(Wall's Magazine.)**

Self-criticism

Replies from readers as far apart as Aden and Toronto were received by the editor of the house magazine of the Nuffield Organisation in response to a questionnaire asking for criticisms and suggestions. It was found that 96.1 per cent of readers read every issue: 41.4 per cent read it from cover to cover and 43.9 per cent read most of it; 91 per cent of copies were also read by families and friends; the most popular items were—"Picture News," and "A Man and his Hobby." **(Teamwork.)**

"I Spy Strangers"

An amusing and instructive feature of the recent apprentices pre-entry course at Newton Chambers and Co. Ltd., was a mock Parliament. Our photograph shows a "front bencher" rising to object to the intrusion of the photographer!

"Careless Charlie"

NO one wants "Careless Charlie" at C. Schmidt and Sons Inc., Philadelphia, U.S.A., for he represents lost-time accidents. Charlie is a life-size cut-out figure, and is "awarded" to any department which has an accident during the month. Since the safety programme started in 1947, Charlie has helped reduce the accident frequency rate by nearly two-thirds.

Basis of the safety programme is teamwork. All employees are organised into teams, each of which elects its own captain. A prize is awarded to each team which works for three months without an accident. Each individual employee who completes an accident-free year receives a pin; upon completion of five record years he gets a gold pin.

The safety committee meet regularly to consider suggestions and make recommendations to management. The safety officer also holds regular meetings with supervisors, at which talks are given by experts, and safety equipment is demonstrated. All new employees undergo a safety training course. The company holds an annual "safety banquet" to which are invited team captains, committee members, and heads of departments.

(Condensed from *Safety Maintenance and Production*, 7/52.)

Radio Control

RADIO control of trucks and cranes by Davey, Paxman and Co., Colchester, has resulted in a great saving of time and fuel. The works are large and scattered; two works are 1½ miles apart, and an aerodrome 5 miles away is used for storage purposes. Radio sets were installed in trucks and cranes, thereby establishing a radio network with the transport office at headquarters. Instructions can be given over the air, whereas previously trucks had to report back to the transport office at the end of each job, and sometimes as much as 45 minutes would be wasted telephoning or searching the works for a truck or crane. The scheme proved so successful in controlling industrial trucks that it was extended to works cars. Executives of the company using these cars can now maintain contact with their office within a radius of 20 miles.

(Condensed from *Target*, 8/52.)

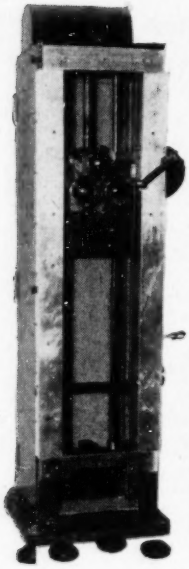
Apprentices' Open Day

Local headmasters and youth employment officers were among the guests who attended the apprentice open day held by the A.P.V. Co., Wandsworth. Demonstrations showed the type of training given to the firm's apprentices. The medical department, analytical laboratories, drawing offices and development shop were also open for inspection.

New British Standard Guarantees Quality of Safety Footwear

By A SPECIAL CORRESPONDENT

The British Standard Institution's "Kite" mark stamped on a pair of men's safety boots or shoes is a guarantee that they have been made in accordance with a rigid technical specification, recently published as B.S. 1870. Here a manufacturer of safety footwear discusses the new standard and the events which led to its formulation.



BS
1870/GRADE 1
SAFETY GENERAL

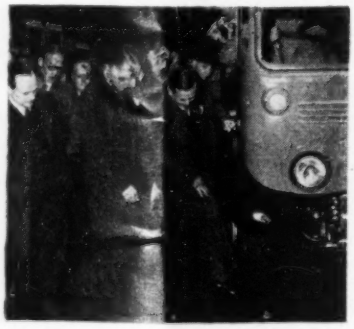
Drop test machine for safety toe-caps. The 60-lb. weight (seen just below the three lights) is dropped from the top of the case on to a toe-cap held in position at the base. (One is just discernible.)

JUST over forty years ago, in America, the son of a shoe manufacturer was looking for a line in which he could specialise, so that he could start his own factory. His enquiries and discussions led him to the realisation that there were in industry, many foot accidents that could be prevented. This set him thinking about providing boots and shoes with some form of protection—and in its turn led to one of the most important branches of the footwear industry, not only in America, but also in this country.

It is estimated by the Chief Inspector of Factories, Sir George Barnett, that at least 4 per cent of the total of industrial accidents are foot injuries—nearly all to the toes. The prevalence of toe accidents is easily explained. It is a natural inclination, when something heavy falls or approaches a person, for him to jump backwards—and leave one foot exposed. If he is wearing ordinary walking shoes or, as is more often the case with factory workers, has an old pair of shoes too shabby to be worn in the street, the effect is to fracture one or more toes.

Many advances have been made in safety footwear since the early productions of Arthur Williams, of Boston, the American who originated the idea. The first protective footwear was made with laminated fibre toe-caps inside the shoe, affording a measure of protection, but not really effective against heavy weights. Today, safety footwear is identical with normal footwear, but incorporates an internal steel toe-cap put into the shoe during the course of manufacture. This toe-cap weighs only 2 oz. and yet it will withstand a dead weight of 3 tons, or a shock test of 150 ft./lb., the equivalent of a 60 lb. weight dropped from 2½ ft. Experience has shown that boots and shoes made to meet this standard are strong enough to prevent almost all serious foot injuries.

The first attempts to introduce safety footwear into this country date from the mid-thirties, when a large industrial undertaking investigated the problem closely, and imported some American steel toe-caps. The efforts were pursued in a desultory way until the outbreak of war. Then, the Ministry of Labour became alarmed at the number of foot injuries and their effect on production. As a result, one British footwear manufacturer went to America and succeeded in bringing back samples of the latest American toe-caps. Efforts were then made to find a works where the toe-caps could be manufactured, in itself a difficult problem. It was a question of producing a toe-cap of specially-tempered steel which could be moulded into the necessary shape and yet be strong enough to withstand heavy weights. It took eighteen months of continuous research and work before the right cap was made.



George Denton, chairman of the B.S.I. committee on safety footwear, demonstrates (under 2 tons of bus) the strength of a steel-capped shoe.

At this stage, the British Standards Institution came into the picture. A method of testing the efficiency of the toe-caps was devised between the Institution and the Boot and Shoe and Allied Trades Research Association. This test was the dropping of a 60 lb. weight from a height of 2½ ft., and it is a method still in use today. The American toe-cap is made to withstand a drop test of approximately half that figure. More recently, a committee of the B.S.I. was formed to go into the question of producing a standard for the construction of safety boots and shoes themselves, apart from the standard existing for the toe-caps. This committee has now issued its specifications, which were announced at the beginning of September this year.

The list of organisations which

co-operated with the B.S.I. in the formulation of the standard, gives an indication of the widespread nature of the problem of foot accidents. It includes representatives from Government departments, the T.U.C., various unions, British Electricity Authority, and many industries, among them chemicals; paint; iron and steel; cement; rubber; glass; welding; civil, production, structural and mechanical engineering; building; shipbuilding and dockyards.

It is estimated that there is a constant "standing army" of 3,000-4,000 workers laid off each week with foot accidents. Many organisations which use safety boots or shoes in their works keep checks on their efficiency. In one of these, the records show that in 3½ years there was a total of 468 foot injuries among the staff. The great majority, 454, happened to operatives who had no protection. In another organisation, 685 accidents were recorded, nearly all to workers without safety boots. This firm has more than 100,000 pairs of such boots or shoes in use in their factories.

No Compulsion

There is no compulsion on workers to wear safety footwear, but many firms encourage it. Some go further, by subsidising the cost of the boots. Prices range between 35s. and 45s. for men's shoes, and 30s. for women's shoes. Safety footwear looks the same as ordinary footwear, and is made in various styles for various jobs.

The new B.S.I. specification (No. 1870, price 2s. 6d. from the B.S.I., 24 Victoria Street, S.W.1) lays down minimum requirements for the materials used in the construction of safety footwear, as well as the methods of construction, which must be "in accordance with the best practice of the trade."

Footwear which carries the B.S.I. "Kite" mark must be leather-lined throughout, and the tongue of boots must be padded with sponge rubber or felt. Upper leather used must be top quality, and minimum thicknesses are required for outer and inner soles. Boots and shoes must be clearly marked with the number of the British Standard; the B.S.I. "Kite" (certification) mark; a clear indication of whether the toe-cap is grade I (150 ft./lb. drop test) or grade II (100 ft./lb. drop test); and the name of the maker. In the case of miners' boots, some other stipulations are made.

Paraplegics Can do a Valuable Job In Industry

By Dr. A. T. BYRNE

Thanks to the public-spirited efforts of the Ministries of Pensions and Labour, and a number of employers in the Great West Road area, London, it has been proved that men suffering from paraplegia—paralysis from the waist down—can make a useful contribution to the country's production effort. Paraplegics are now working successfully at such jobs as bench work, inspection, machine operating, stores checking, and statistical and clerical work.

THOUGH paralysed from the waist down, and spending most of his life in a wheelchair, the man with paraplegia can still be a useful and satisfactory worker in industry.

That conclusion has been reached after an investigation of the claim that the employment of persons with paraplegia in industry is a practicable proposition. Provided that employers are willing, it is.

What are the drawbacks to employing paraplegics? The place of work must be on the ground floor, since the wheelchair cannot be raised up a ramp by more than the height of one step. Gangways within the workshop must be wide enough to allow passage of the chair. There should also be cover provided for those chairs left at the factory, as the worker transfers from motor-propelled chair or car to hand-propelled chair on arrival at work.

Ten years ago paraplegics had little to expect from life beyond a variable spell on a plaster-bed before their misery was cut short by an infection of the bladder or generalised blood poisoning. Now they can look forward with new hope to a new life. With the co-operation of employers, it seems that they can resume their place as independent, wage-earning members of society.

After rehabilitation and training, paraplegics can perform any type of machine operation which does not involve the use of feet or legs.

Paraplegia is caused by disease or damage to the spinal cord. Paralysis and loss of sensation result below the level of the cord condition. Other consequences are derangement of bowels and bladder and the risk, through pressure, of injury to the sensitive skin.

It was only in 1944, at the Ministry of Pensions Spinal Injuries Centre at Stoke Mandeville, that the medical director there, Dr. Ludwig Guttmann, began for the first time in medical history the daunting task of re-educating the paraplegic to win him back from his death-bed. After the first world war the mortality from paraplegia due to injury was 80 per cent. At Stoke Mandeville, Dr. Guttman reduced this figure to less than 7 per cent.

So it was to this pioneer that our first enquiries were directed. Quite early in his experiment in rehabilitation he was able to teach his patients how to sit upright and to acquire control over the excretory organs. Once he got his patients out of bed, he arranged to have them taught various forms of craftsmanship until they reached the stage when competitive occupation seemed to be in sight.

Their potentialities in ordinary industry were assessed by transporting in an ambulance a pilot group of six paraplegics daily to the

He is trimming blades for windscreen wipers, and has won for himself a new place in society. The London employers who have given jobs to paraplegics speak highly of these men.

Ekco factory in Aylesbury. There they engaged in work side by side with completely normal workers. The results showed that paraplegics might be profitably employed. Since then, it is claimed, 70 per cent of the cases handled were made fit to resume work

In 1949, this heart-warming social project was brought a stage further. The Ministry of Pensions with the Ministry of Labour and National Service first obtained from the employers in the Great West Road area a promise of practical co-operation. Then, on Ridgeway Road, Isleworth, Middlesex, a handsome, one-storey hostel — Duchess of Gloucester House—was built for those paraplegics preparing to enter industry.

That hostel acts as a "finishing school" for some of the graduates from Stoke Mandeville. Here those whose physical education is complete are protected against the risk of bladder infection or pressure sores, since early recognition and prompt treatment by experts obviates the danger. It also, incidentally, reduces to a minimum absenteeism from work.

During a visit to the hostel, which is also under the care of Dr. Guttmann, the work attendance records were produced for inspection. They compare favourably with the figures in a physically normal community. Absenteeism from colds and flu was, possibly lower than average owing no doubt to the extra care taken of the residents. There was apparently no absenteeism which could be attributed to laziness. Skin injury, for which every paraplegic is on the watch, was infrequent and then seemed to clear after one or two days in bed.

The residents are particularly well fed and are provided with social and recreational amenities. The house rules, though flexible, insist on regularity in attendance at meals, avoidance of excesses and reasonably early hours. These points are mentioned as they would seem to add up in favour of the kind of life lived by the worker staying there.

There is accommodation for sixty residents. Already twenty-four "past pupils" have become completely rehabilitated socially and have left the hospital. Some of these travel long distances (all the paraplegics have either a small car or motorised chair) from their homes to work. At present there are forty of the paraplegics at work. A further twenty are waiting for the right job to turn up.

So much for the promoters and the patients. Their enthusiasm is pardonable but possibly infectious. To put the picture in a proper perspective, therefore, the next step was to see the men at work and to hear the employers' views on the subject. For this purpose three factories within half-a-mile of the hostel were visited by arrangement with Ministry of Labour and National Service officials.

Intent on Success

The three firms had a certain amount to say in common: they are all satisfied with the paraplegic as an employee. While the standard of intelligence and application varies, as in any other group of workmen, the feeling is that, possibly, the paraplegic is more intent on making a success of his new career. His very survival depends on making himself useful and acceptable in a world of ambulant men.

The atmosphere about these men is cheerful. They are no longer hopeless cripples. Instead, they are serious workmen putting all their intelligence and dexterity into the task of making and holding for themselves a place in society. As they pay for their keep at the hostel—and pay income tax like anyone else—they are to be regarded as financially independent, self-supporting citizens.

They need no pity and receive none. Save for the fact of their being on wheels, they are treated at the three factories as ordinary employees. Yet they have the unqualified sympathy of fellow workers, who are always glad to lend a hand to "the chap in the chair." Factory foremen feel friendly towards them Lest it might be thought that other workers might have any social or aesthetic objections to their presence it is well to add that no such difficulties exist. They tend, rather, to be mothered by the girls with whom they work. Several paraplegics have met at the work-bench the women who later became their wives.

Few Difficulties

What difficulties have to be overcome in employing the paraplegic? Since he is virtually non-mobile in the factory, he is best given a complete unit of work to do. He must not be expected to do various odd jobs at a pinch. He cannot conveniently go to collect materials, so these must be brought to him. He may be unable to retrieve the dropped article.

In response to critical questioning, the firms visited were rather inclined to minimise the difficulties. They were all, in fact, well satisfied with the performance of these employees and had found no difficulty in making small adaptations to suit the paraplegic's way of life.

What is there to be found on the credit side? Quite a lot. The men seen and interviewed for the purpose of this article were engaged in work that fairly illustrates their possibilities. The heavier type of bench work was represented by their activities at Albion Twist Drills; at the scientific instrument manufacturing works of R. B. Pullin Ltd., the demand was for greater *finesse* and patient application; while at the Trico-Folberth windscreen wiper factory the paraplegic could be assessed under conditions of high-speed mass production.

The works manager of this last-mentioned firm had discovered the value of the paraplegic long before the scarcity of labour and the establishment of the local hostel. He has no less than eight of the men on his pay sheet at the moment.

Industrial Civil Defence News Bulletin

The new E. K. Cole Ltd. Civil Defence team photographed with their wives on their first social outing. See first paragraph.

PICTURED here on a social outing are members, and their wives, of the newly-formed Civil Defence unit of E. K. Cole Ltd., Southend-on-Sea. Nearly all the twenty-four volunteers were in the Ekco defence team during the last war, and the social outing, therefore, was something of a reunion, especially for the wives who used to meet on similar occasions in the old days.

This unit will form the nucleus of a larger works Civil Defence organisation. The company also have a fire-fighting and prevention brigade.

* * *

First of its kind in the world, the new Civil Defence tactical school at Sunningdale Park began training on September 15. Regular courses for general instructors, C.D.Os, assistant C.D.Os and senior officers of the corps and allied services started on October 20.

* * *

Stork Margarine Works, Bromborough, Cheshire, provided a volunteer rescue team at the Bebington Civil Defence demonstration on September 27.

* * *

Many instructors in rescue work and first-aid are making use of the services of members of the Casualties' Union, a voluntary organisation of men and women trained to act as "casualties." Their behaviour and response to treatment is as close to real life as it is possible to make it. Injuries are simulated with make-up, and acting, make-up and staging are blended into a "situation" that calls for urgent treatment. "Casualties" are provided for lectures, demonstrations and competitions, but the Union does not itself teach first-aid.

Management Bookshelf

How to Train Executives

The Development of Executive Talent. Edited by M. Joseph Dooher and Vivienne Marquis. 576 pp. American Management Association. $6.75.

THIS book will be useful to those members of management who are concerned with the recruiting, promotion and replacement of executives at all levels. Over forty authors, businessmen and university teachers, contributed to it by describing in much detail what a company must do in order to train satisfactory managers and executives.

The first half of the book is devoted to detailed descriptions of how to train executives, how to develop a training programme for them, and how to plan for such a programme without disturbing the normal run of business. Special approaches and techniques are also dealt with. Thus it seems that American executives have to digest so much reading matter that some firms teach them how to read more quickly; teachers, films and ingenious apparatus are all brought in to achieve this aim.

The second half of the book is given over to eighteen case histories. One learns that many American companies of world fame devote a good deal of time and money to the development of their executives' latent talents, to helping them in overcoming weaknesses, and to rearing "understudies" who will be able to replace a manager at short notice.

Although each company follows its own system, the steps taken by all of them consist of written descriptions of each job at the executive and managerial levels, training for each job by various means, evaluation of the job holders by their superiors, charts to define future needs for executives, and a thorough organisation to make the programme work.

The book contains much thought-provoking material, some of which could, however, have been more crisply presented. A certain amount of overlapping is unavoidable when so many individuals contribute to a single work; but the editors might with advantage have pruned the manuscripts of those who make ordinary, common-sense statements in a style so ponderous that it sometimes borders on unconscious humour.

For all this, *The Development of Executive Talent* is a valuable contribution to the cause of better management.

MAX K. ADLER.

Books In Brief

Pathways to Opportunity. Apprenticeship Schemes in the Gas Industry. The Gas Council, 1 Grosvenor Place, London, S.W.1.

OUTLINES the schemes of apprenticeship open to boys who wish to join the gas industry, the training they will receive and the opportunities which exist for advancement and promotion. Copies may be obtained from Area Gas Boards or from the Gas Council.

Personal Protective Equipment in Industry (*Legal Requirements*). Royal Society for the Prevention of Accidents. 6s. 6d.

THIS is an I.C.I. publication, of considerable usefulness, now made available for wider circulation. The format—including a "thumb index" to sections—is designed for quick and easy reference.

The B.A.C.I.E. Conference

Management Must Fight the Battle Against Ignorance—

says Steelworks Director M.P.

TECHNICAL education in industry must go hand-in-hand with spiritual regeneration, said W. Robson Brown, M.P., a director of Richard Thomas and Baldwins Ltd., at the annual conference of the British Association for Commercial and Industrial Education. All the new developments of all the societies, the welfare, education and personnel departments, the joint consultative committees, represented a tremendous step forward, but too often they failed in their purpose because the vision behind them was too narrow.

Some managers were afraid that if they stepped off their pedestal they would lose dignity and respect and status. Yet the forms of welfare and communication he had referred to did succeed when they sprang from a genuine desire on the part of the manager for the well-being of his men.

Too many workers were in the entrenched position of believing that there was no point of contact between them and the management. They were living in the past and feared the future. There was, in fact, a germ of truth in the suspicion that mechanisation was a weapon used against them, and that increased efficiency was exploitation. The biggest fundamental mistake of past decades had been to overrate the machine and regard the man as expendable.

Today, pride in craft was going. What were managers putting in its place? They could increase wages and shorten working hours, but still the worker was not satisfied. He continued to look on management and capital as his enemy, and he took the same uncompromising stand against nationalised industry as he did against private industry—because of the dehumanising influence of both.

Why had the dreadful economic crisis, and more particularly the dangerous industrial insecurity of our own country, failed to get home to the working man, though both political parties had done their best to hammer their warnings home?

"I believe there is a formula of both general and personal application. Put yourselves in the place of your own good, decent workman. Look through his eyes at your organisation, at industry generally and at the industrial problems of the nation. Explain to him what you would want to know if you were in his place. Treat him as an equal, have confidence in him as a man. I think you will find that he will be more than ready to meet you half way, and see your problems through your eyes."

It was wrong to under-rate the worker's intelligence; this error had produced a long, sad history of misunderstanding. The worker was, in a sense, the most important shareholder. He had invested his skill and his future. Let him share the problems and rejoice in the successes of his firm.

"Outside the works he is a responsible member of society with an equal vote and say in the conduct of the nation's affairs. It is only when he enters the factory or office that his status and self-respect suffer, and the trouble begins. That is why he seeks political remedies for industrial frustration. He must have faith in someone; give him faith in you."

Enlist Trade Union Aid

Appealing to managers to ally their influence with that of the trade unions, Mr. Robson Brown said: "Take them into your councils and your confidence. The real conflict is not between you and them; your joint battle is against ignorance in the rank and file. They are not blind Samsons pulling down the pillars of free society, nor do they desire to stand in the way of progress. Neither are you the tools of a boss class, of vested interests, big business and high finance. But it is not enough to know that you are doing right; it must be seen that you are doing right."

No organisation is fighting a doughtier "battle against ignorance" than BACIE, and the theme of their conference—that education is a continuing activity—inspired some thoughtful and thought-provoking addresses. Dr. D. S. Anderson (director, Glasgow Royal Technical College) felt that changes were desirable in higher national and diploma technological courses. He recommended that a local certificate be substituted for the national certificate, the ordinary diploma be dropped and the higher diploma changed from a two-year to a four-year "sandwich" course. More people should be trained on full-time courses, which should contain some liberal education. The new national diploma should rank as high as a university degree and be accepted by the universities as a starting point for higher education.

R. F. Marshall (educational department, Metropolitan-Vickers Electrical Co. Ltd.) thought that to abandon the ordinary national certificate—which was "common currency throughout the country"—would be a retrograde step. Speaking on "Supervision as a Preparation for Departmental Management," J. A. Hunt, M.B.E. (general manager, Hymatic Engineering Co. Ltd.) said it was top management's responsibility to open the channel of promotion to their supervisors. They could do this by enlarging the human contact which the supervisor had in his rôle, e.g., by creating working and discussion groups within the factory, giving the supervisor problems to deal with of a type normally outside his scope, and by developing his knowledge of higher management problems. "If we do this we shall be testing our men and shall see those who are coming through to higher things."

John Franklin (personnel and training manager, Vitamins Ltd.), C. E. C. Eastman (education and training officer, Unilever Ltd.) and Major W. F. F. Scott (director of training, Tube Investments Ltd.) gave their views on "Training the Manager for Promotion." Mr. Eastman felt there was urgent need for the setting up of residential establishments, on the lines of Henley, for training managers. Major Scott submitted details of a new part-time six-year course of preparation for management.

The co-ordinated use of visual aids —film, filmstrip, wall charts, handouts, models, etc.—was amusingly demonstrated by D. G. Bennell (visual aids adviser, Shell Petroleum Co. Ltd.), H. C. Strick (executive officer, National Advisory Council for Training Journalists) and L. R. P. Webb (executive, Gaumont-British education division), under the chairmanship of H. J. C. Day (W. H. Smith and Son Ltd.).

Joint Consultation is Increasing

AN increasing number of employers were realising that good staff management was just as essential to the smooth running of a business as the technical, production and marketing sides of management, according to the Ministry of Labour's annual report for 1951.

Joint consultation was spreading among firms and in most cases was working effectively. Unfortunately, the report adds, some misconceptions still existed. The Ministry's advisers had found a tendency to confuse joint consultation with negotiation and to conduct committee proceedings in a manner which foredoomed the consultative system to failure. Many managements misunderstood the purpose and function of the joint consultative committee and feared its encroachment on management prerogatives. This was specially true of junior managers and supervisors, and indicated the need for explaining joint consultation to all grades of management and winning their co-operation before any formal scheme was launched.

The report states that the total working population reached a peak figure of 23,500,000 in the autumn of 1951, the highest total ever recorded in peace-time. The Ministry attributes the rising demand for manpower to the rearmament programme. At the end of the year there were still 32,000 vacancies for skilled workers of all kinds; 10,000 more than at the end of 1950.

Unemployment in July, 1951, was at its lowest since 1945, with fewer than 200,000 out of work; by the end of the year it had risen to 300,000. Considerable progress was made in securing employment for ex-Servicemen in industry, but the placing of older people in professional and managerial posts was a continuing problem. There was a downward trend in unemployment among registered disabled persons, and a reduction of 41,000 in the register.

The number of days lost through industrial disputes was 1,692,000, a slight increase over 1950, but the Ministry reports that the cancellation of Order 1305 did not have any adverse effect on the incidence of industrial disputes.

Call-up Deferred

HIGHLY skilled workers engaged in engineering export industries, and in merchant shipbuilding, may now be granted deferment of call-up for National Service. As under the existing scheme for deferment of a limited number of ex-apprentices working on priority rearmament projects, deferment will be for two years. Nearly all highly skilled occupations in the engineering industry are affected by the new arrangements.

Application for deferment is limited to establishments within the following categories which (except in branches of the engineering industry, such as the manufacture of machine tools, whose contribution to exports is indirect) have a good export performance, or have definite prospects of such, and which train apprentices who must be retained to maintain export work: Steel works plant; heavy electrical plant, including switchgear, transformers and water tube boilers; mining machinery; railway locomotives; tobacco- and cigarette-making machinery; domestic refrigerators; printing and bookbinding machinery; paper and boardmaking machinery; cranes and conveyors; earthmoving equipment; motor-cycles; shell-type boilers; sugar machinery; grain milling machinery; hosiery and knitting machines (and needles); sewing machines; dairy-making machinery; aircraft; electronics; marine engines; machine tools; ball and roller bearings; jigs, fixtures, gauges and engineers' small tools; portable power tools; precision chain; scientific instruments; I.C. engines; fuel-injection equipment; pumps and valves; air and gas compressors.

Miners Earn Most

FIGURES of average earnings in industry in April, 1952, published in the September issue of the *Ministry of Labour Gazette*, show that adult miners averaged 233s. 3d. per week, excluding allowances valued at 10s. 6d., compared with an average of 173s. 7d. for men in other industries. Groups of men averaging more than £10 a week included those employed in cement works (213s. 11d.), printing and publishing of newspapers and periodicals (212s. 7d.), manufacture of motors and cycles (207s. 11d.), manufacture of aircraft (206s. 9d.). Dockers, who a few years ago ran miners close, dropped back to 196s.

Average earnings of *all* workers were 147s. 3d. compared with 141s. 1d. in October, 1951. This represents an increase of 177 per cent since 1938; average earnings of men have increased 152 per cent, and those of women, 184 per cent.

British Papers Best

WHILE the quality of British newspapers is higher than the American, both in printing and presentation, productivity is lower, according to a productivity team report on "The Provincial Press." The team point out that British newspapers are handicapped by the shortage of newsprint, resulting in an uneven flow of work and wastage of productive time, as well as difficulty in balancing editorial and advertising content to maintain papers at a reasonable price to the public.

The team make sixty-two recom-

NEW STAFF TRAINING CENTRE

Three primary forms of staff training are being carried out in the new Shell-Mex and B.P. Ltd. training centre, the Node, Codicote, Herts. Executive and management training is being given to promising staff members, and other courses comprise vocational training and mind-broadening instruction on the company's policy and organisation.

mendations, most of them on the technicalities of production. On the editorial side, they found that American newspapers carry larger staffs than British, and they were struck by the number of annual awards for good work and suggest that the value of such competitions should be considered in this country. The team also examined American apprenticeship and training schemes and make a series of recommendations on this subject.

Juveniles Unemployed

SHORTAGE of jobs for school-leavers is recorded by the Juvenile Employment Officer for Manchester in his report for the year ended July 31 last. Many juveniles have had periods of waiting for employment, and the increased numbers leaving at the end of the December term will also retard an immediate entry into employment for some young people. These conditions, combined with the number of older juveniles making claims for unemployment benefit, considerably increased the work of the bureau.

Shop Hours

THE Home Office is to make an order revoking the provisions of the Shops Act, 1950, that shops shall close at 6 p.m., and 7.30 p.m. on one late day during the winter. It is proposed that shops should close at 8 p.m. (9 p.m. on late days) throughout the year. The Union of Shop Distributive and Allied Workers has advised its members to resist any attempt at the introduction of later working hours.

Industrial Disputes

THE strike of over 1,100 men at Park Royal Vehicles Ltd., ended last month after the men had been out fourteen weeks.

Nearly 1,000 locomotive drivers, crane drivers and labourers came out on strike at the Abbey Steel Works last month in sympathy with 170 bricklayers who struck when 16 of their workmates were suspended after refusing to carry out a repair job in the steel furnace.

The Printing and Kindred Trades Federation have decided to end their ban on supplies and distribution affecting D. C. Thomson and Co. Ltd., in an effort to create a favourable atmosphere for settlement of the outstanding issue in their dispute. The firm has already withdrawn its previous requirement that employees should not belong to a trade union. The federation is now seeking to persuade the firm to reinstate the men who were dismissed at the time of the strike.

Wages News

BUILDERS—National Federation of Building Trade Operatives is seeking an increase of 6d. per hour on behalf of 1,250,000 workers. It is estimated that this would add £80,000,000 a year to the industry's wages bill.

BUTCHERS—Increases ranging from 2s. 6d. to 4s. 6d. in minimum rates over and above those laid down by the joint industrial council for the retail meat trade have been agreed between the Association of Multiple Meat Traders and the Union of Shop, Distributive and Allied Workers.

ENGINEERS.—As we go to press the engineering unions have agreed to postpone their threatened ban on overtime and piece-work restrictions pending the employers' federation's decision to seek the authority of their members to negotiate on wages.

GAS WORKERS—An increase of 2d. per hour to all workers except craftsmen and clerical staff has been agreed by the national joint industrial council for the gas industry.

RAILWAYMEN—The claim of the railway unions for a 10 per cent wage increase has been rejected by the Railway Executive.

RAYON WORKERS—An increase of 2d. per hour for men, 1½d. to women and youths, and 1d. to girls, has been agreed by the joint labour committee of the rayon-producing industry.

TRANSPORT WORKERS—About 100,000 bus workers employed by provincial undertakings controlled by the British Transport Commission and by private companies have received a wage increase of 7s. a week. A similar award has been granted to 80,000 workers in municipally-owned undertakings.

In Brief

Both officials and workmen at many pits appear to be indifferent to the importance of dust suppression, and in a few pits there is evidence of deliberate opposition by the regular damaging of dust suppression fittings, according to the report of the North-Western Divisional Inspector of Mines for 1951.

* * *

At a meeting in Birmingham last month of district committees of the Confederation of Shipbuilding and Engineering Unions and Labour M.P.'s from Birmingham and Coventry, it was decided to set up a joint committee of trade unionists and M.P.'s to take action to prevent deterioration in employment in the motor and other engineering industries.

* * *

Employees' representatives, as well as shareholders, attended the annual general meeting of Triplex Safety Glass Co. Ltd. The chairman, Sir Graham Cunningham, reported that he had personally visited some of the factories in order to explain the company's accounts to a representative number of employees and had found such action much appreciated. All who attended these meetings had complete freedom of criticism and questioning.

* * *

A new senior lectureship on human relations in management has been instituted by Birmingham College of Technology. Mr. John Munro Fraser, for some years on the staff of the National Institute of Industrial Psychology, has been appointed.

* * *

"Over 700 applications in the past year, which have produced about twenty interviews but no suitable jobs," is the experience reported by one member of the Over Forty-Fives' Association, an organisation which has recently been revived in London to assist middle-aged men to secure work. The Association believes the difficulties of these men cannot be lessened until both the Government and industry are readier to find jobs for those who are able and willing to work.

* * *

The Country Landowners' Association is launching a contributory pension scheme for farm and estate workers employed by members of the Association.

SUPERVISORS STUDY MANAGEMENT

Supervisors from Alfred Bird and Sons, Ltd., in attendance at a conference at Leamington Spa, organised in conjunction with the Institute of Industrial Supervisors. The company's object was to give their supervisors a better understanding of their job as representatives of management on the factory floor.

Built FOR PROTECTION!

C6932 Brown Willow Oxfords

Styled FOR SMARTNESS!

"Totectors" safety footwear has a high priority in the modern factory and workshop. They not only afford perfect protection against foot injury, but provide men and women with a pair of shoes that are at once smart in appearance and comfortable in wear. The neatly concealed internal steel toecaps ensure perfect protection. Every pair carries the Registered Trade Mark and "Safety First Tag" which distinguish all genuine Totector Brand boots and shoes.

Write for illustrated leaflet and price list showing the complete range of Totectors to Dept. P.M., Wilkins and Denton Ltd., 51 and 52 Woburn Place, London, W.C.1

C7203 Ladies Totectors in Brown Willow. Moccasin Front
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Available in full and half sizes, 2—8

TOTECTORS

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SAFETY BOOTS AND SHOES FOR MEN AND WOMEN

WILKINS & DENTON LTD., 51 and 52 WOBURN PLACE, LONDON, W.C.1

These Winter Meals Make Healthy Employees

By **WINEFRED YEOMANS,** *Catering Manager, Daily Mirror Newspapers Ltd.*

No matter what the meat ration may or may not be, the canteen should provide roots and leafy vegetables at every main meal. The products of the soil—properly cooked—bring health (and wholemeal bread helps, too). The catering department has an especially important job to do in winter—helping to keep down absenteeism. Here are some suggestions which may aid catering managements in doing that job even better than before.

WISE and long-sighted managements know the immense welfare and productivity advantages which go hand-in-hand with a good canteen service. They do not attempt to belittle them but evaluate them sanely and practically. Where canteen food is poor, service shoddy, and hygiene questionable, it is not unusual to find absenteeism high, time-keeping bad, and the medical department overworked.

And now for some words on winter catering.

Marketing should be done early. 6.30 to 7.0 a.m. is the time to get to market to have the pick of fish, vegetables and fruit to bring colour, variety and goodness to the menu. Roots and vegetables are plentiful and good throughout most of late autumn and through the winter. I believe in eating well of those products of the soil which are in season; that way lies health, providing, of course, that the farmers' fine efforts are brought to fruition by proper handling and cooking of his produce.

Salads should be available wherever possible. I always feature salads throughout the year without a miss. When lettuces are too dear for more than a leaf or two to be used per plate, finely-shredded cabbage and brussels sprout hearts, with a shave of onion, raw apple, chopped parsley and a nice dressing of slightly sweet, seasoned vinegar makes a fine green salad. Garnish the plate nicely with shredded raw carrot and swede, ringed leek, beetroot, a slice of tomato, a slip or two of gherkin and a mound of creamy potato salad, and you will be sure to please. Tomato, beans, cauliflower, and grapefruit add variety.

Such a salad may have, as relish, a curled slice of boiled bacon or ham; luncheon meat; veal and ham pie; or fish; or fruit. I know several men who have a large salad every day or night eaten with wholemeal bread and butter—and gusto.

At every main meal there should be roots and leafy vegetables; something which grows underground and something from above ground, for each type has its own special contributions to make to the dietary.

Boiled to Death

The English are said to be the only race which boils its vegetables to death and throws away the infusion of their valuable properties. It is one of a caterer's many penances to wean chefs (many merely self-styled as such) and cooks from the wasteful habit of straining away this liquor. Far too much water is used in the wrong places in most kitchens, private and large-scale.

Green vegetables should be cooked in relays, freshly.

Roots are improved in colour, texture and flavour by being cooked with a little fat in the water. Oldish carrots call for a little sugar.

Some kitchens have a reputation for serving up tender and flavoursome beans and peas. This is no accident. It is an art which is worthwhile acquiring, for these pulses are a great aid to a satisfying meal and a balanced diet. Their nutritional properties are essential.

Haricot and butter beans should be cooked gently without salt and with some fat. When they are salted and boiled fast in large quantities of water they are "frightened"; their skins become toughened and split while the mealy bean itself does not soften. The liquor of these beans is tasty and useful for soup and sauce stock with suitable additions.

Mixed pulses and vegetables, home-cooked, make a pleasant and satisfying change on the menu. Something of everything, including celery, leeks, turnip, swede, and pumpkin added to beans nearly cooked. Lastly, finely-shredded cabbage or sprouts and a glaze of bacon fat or margarine at dishing-up time, with seasoning adjusted at the last moment before straining off. The resultant vegetable stock, if not to be utilised that day or night, should be cleared, quickly cooled and set in the refrigerator for tomorrow's soup. It's a tonic.

Home-made Boston baked beans is another economical dish which needs a minimum of preparation. Place the beans in a "jumbo" or casserole pot with enough fat meat stock or water and some bacon bones or clean bacon rind. Add a few cloves and herbs and pickling spice tied into a little bag (plus a clove of garlic) and shut the pot. Place it in a pressure steamer or a moderate oven. By the way, the water or liquor should be hot when the beans go in. Later stir in syrup, ½ lb. to every 4 lb. of beans, and tomato purée or peeled tomato to taste. Finish cooking, by which time the beans should be plump and soft.

Haricot mutton is a winter-time favourite. If the beans are cooked this way while the mutton, precooked and taken off the bone, is finished with onion and turnip and

swede thickened with barley, they can be mixed in to create a most succulent dish. Good-sized portions of this work out well on costings. Next day Scotch or Irish broth takes care of the bone and bean liquor.

Favourites We Can Give Them This Winter.

Haricot mutton.
Steamed bacon and onion roll.
Curried vegetables and meat, with rice.
Cornish pork pie, apple sauce.
Stewed steak with dumplings.
Stewed steak, goulash style.
Sausages and mash, fried onions.
Grilled sausage, tomato, spaghetti, apple sauce.
Sausage toad-in-the-hole.
Lamb cutlet toad.
Steak toad-in-the-hole.
Steak pudding, kidney when possible.
Braised liver, Welsh duck style, bacon.
Steak pie with flaky pastry.
Individual meat puddings.
Steak, veal and ham sea pie.
Boiled salt or spiced beef with all trimmings, mixed winter veg.
Boiled bacon, pease pudding, braised leeks and buttered swede.
Boiled pickled belly of pork, sharp sauce, tomato, beans and peas.
Gammon and cabbage.

There are twenty good main courses and not one roast joint among them. No monotony or shortage of interest and nutrition there! Besides which we have fish, presentable in half-a-dozen ways and in variety, all within the scope of a good industrial canteen. All capable of change in the way of sauces, accessories and vegetables.

"Afters" are important. They must appeal to the eye and the palate, leave no waste, and be easy to balance in costings against the main course. The dried fruits now available in fine quality make good bases for fruit compôtes and can also be included in steamed puddings and pies. The dried fruits are a source of iron.

Among the calorie-increasing type of puddings which appeal are:

Black cap (currant-topped, plain or sponge; lemon and vanilla); old-fashioned bread pudding with its various cousins of the college and cabinet type; plain with jam or syrup or rich fruit sauce; steamed fruit puddings and dumplings; fruit pies and tarts and flans. Jam, syrup, marmalade and lemon curd tarts; chocolate, ginger, lemon and coconut steamed puddings; baked sponges with various sauces; tarts of the Bakewell and Manchester and mincemeat family; bread and butter custard puddings (Princess), and a dozen different milk puddings. We have dried apricots, peaches, apple rings and pineapple.

Can anyone rightly say there is no variety to be had today?

Employees Try New Washing Powder

These girls are some of the 4750 employees of Unilever Ltd., who were presented by the firm with a packet of Surf, the new washing powder, when it was introduced to the market recently. Tested by members of this journal's staff, Surf would seem to have many uses—from washing dishes to washing overalls and tablecloths—in the factory or office canteen.

Do you need new skilled workers?

The readers of the "Daily Herald" are the cream and backbone of the workers in industry. Their occupations cover all of the industries shown in the one per cent sample of the 1951 CENSUS:–

Distributive Trades · Transport and Communications · Building and Contracting · Non-Electrical Engineering · Agriculture and Horticulture · Textiles · Coal Mining · Food, Drink, Tobacco · Clothing · Metal Manufacture · Paper and Printing · Manufacture of Motor Vehicles and Cycles

The swiftest and surest way to secure new skilled staff in your industry is to place a classified advertisement in the

DAILY HERALD

Rate 15/- per line. Communications should be addressed to: CLASSIFIED ADVERTISEMENT MANAGER.
DAILY HERALD, ACRE HOUSE, LONG ACRE, LONDON, W.C.2

How to cut absenteeism

The main cause of lost time in industry, according to the Medical Research Council, is sickness absence. Much of this absenteeism can be traced to the transmission of contagious ailments through the use of communal towels.

Roller towels mean waiting and congestion—lost hours—transmission of germs—expensive laundry bills.

Moisture Magnet—Hi-Dri towels absorb every drop of moisture. Will not disintegrate when wet.

REMEMBER POPPY DAY

DISPENSER CABINETS SUPPLIED FREE ON LOAN

Hi-Dri
PAPER TOWELS

WITHOUT OBLIGATION

Write or 'phone today for details, or ask for a demonstration of Hi-Dri paper towels and further proof that they can help you cut absenteeism.

HYGIENE PRODUCTS (Gt. Britain) LTD., 11 Grosvenor Gardens, Westminster, London, S.W.1
Telephone: VICtoria 1951/2

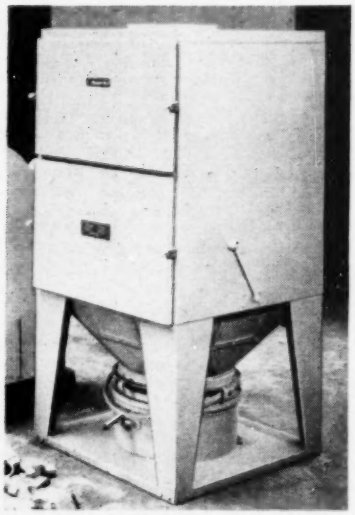
New Industrial Equipment

EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

Readers who wish to have more particulars of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph.
We are always glad to consider for publication descriptions—preferably accompanied by an illustration suitable for reproduction—of new products.

VENTILATION

Adaptable Dust Unit



THIS new dust collector can be supplied with one of five different, but standard, fans and motors, two different filter assemblies, and four different dust storage containers. This means that applications requiring a large air volume, but producing little dust, can be dealt with as effectively as those in which the air requirement is small and the dust load heavy. Light bulky dusts can, it is claimed, be handled as easily as heavy concentrated dusts.

These units can be used as small multiple connection plants, having low initial and running costs. Runs of ducting can be attached to them, suitable fans being selected from a standard range. If an installation is disbanded, the unit is available for another application.

Equipment includes flame-proofed fabric filter; semi-automatic shaking gear; quick release dustbins of different sizes to suit various densities of dust; and fans from 175 c.f.m. to 2,000 c.f.m. powered by motors from ¼ h.p. to 2½ h.p. **(PM/554.)**

CLOAKROOM EQUIPMENT

Hand and Face Dryer

CLAIMED by its manufacturers to be "the answer to the problem created by Section 42 of the Factory Act," this electric hand and face dryer has two vertical opposing nozzles, the upper of which can be swung round until it directs the warm air stream over the user's face. This nozzle is bell-shaped, so as to emit a diverging air stream. The drying of the hands is meantime continued at the lower nozzle.

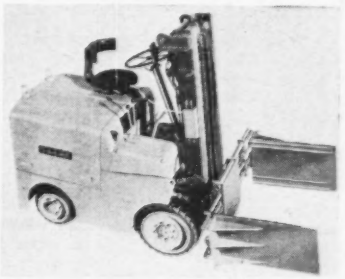
Heating element and blower unit together absorb about three kilowatts. The pedal switch controls both, the

pedal being depressed by the user only so long as the machine is in use. Average drying time for hands and face is 20-30 seconds. **(PM/555.)**

HANDLING!

Grabs the Load

THE grab device, or load clamp, illustrated is constructed to replace the normal carriage and forks of Stacatruc fork lift trucks, its purpose being to lift, transport and stack articles by side gripping or clamping without the use of pallets.



It is essentially designed for handling cube loads such as packing cases and unit loads of cartoned goods or bales which can be manipulated by hydraulically clamping them between arms with suitable faces. A variety of arms can be provided, including narrow types to handle baled textiles or paper, large high-friction faces to grip smooth contours, or spiked faces for timber or similar surfaces.

(PM/556.)

Rise and Fall Table

HERE is a handling aid designed for transporting heavy components to milling, drilling or planing machines, etc., and the quick transfer of materials from factory to lorry. It is a rise and fall table, 2 ft. 9 in. ×

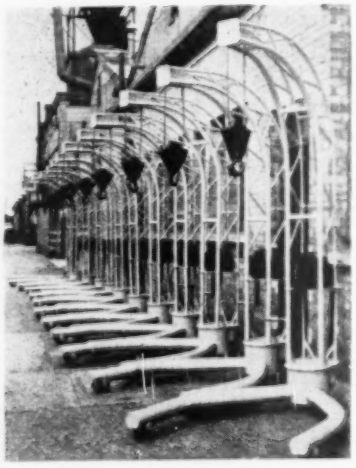
1 ft. 9 in. with an adjustment in height from 2 ft. 8 in. to 3 ft. 4 in. It is mounted on two fixed and two swivel castors.

Used in conjunction with a tools rack (available in 6 ft. lengths and 15 in. wide), made by the same firm, it can speed up the setting and racking of press tools, injection and compression moulds. Top of the racking, which can be bolted to the wall, is reinforced to accept the heavy tools and moulds, and the lower shelf provides for the lighter tools. **(PM/557.)**

Portable Shop Crane

OF all-welded tubular construction, this 25-cwt. portable shop crane has been designed to provide strength with lightness, so that it can be easily moved by female labour. The method of mounting the towing handle ensures that the crane can only be moved when the handle is depressed and the handle remains rigid while in use.

The winch is detachable for separate use, e.g., as a 12½-cwt. wall winch. This capacity can be increased in accordance with any additional purchase



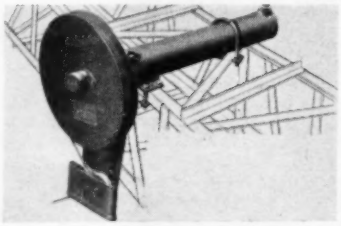
Rising Canteen Costs

can be offset by installing a bakery and selling Home-made Cakes. We can supply full detailed equipment. Oven, Prover, Baking Sheets and complete minor equipment. We offer you the services of our Technical Consultant who will be pleased to give information and advice on Canteen Bakery matters. Write now: **Silicate Bakery Engineering Co. Ltd.** 129-131 Conybere Street, Birmingham 12. Telephone: CALthorpe 3084.

through which the wire is taken. Base height of the crane is only about 18 cm. from the floor, so that work can be closely approached and a direct lift ensured. U-shaped base permits the maximum parallel inside clearance. On current models, inside clearance of the base is about 99 cm.—which is useful for machine-shop handling and for the positioning of castings on machine beds or tables. **(PM/558.)**

Steadies the Grab

A NEW device for attachment to a crane jib is an automatic grabline, designed to prevent the twisting and swinging of grabs and buckets. It



should be particularly useful for the loading of lorries or small hoppers. Apart from its steadying action, the following are among the advantages claimed for the device.

It ensures that the long side of the grab and long side of the receptacle are always in line, assists sighting, speeds up the operation, gives more economic usage of labour and avoids wastage of materials by spillage under all operating conditions, whatever the angle of the jib.

Supplied complete with fairleads and cable, "U"-bolt and clamping plates, the grabline can be easily fixed to all types of cranes without modification to crane or grab. **(PM/559.)**

Sack Holder

A TELESCOPIC sack holder makes sack-filling a one-man operation by holding a sack open and upright for filling. Adjustable in height to hold most sizes of sack, it is of steel construction and has rubber-capped arms to prevent the sack slipping. Inside width at base is 13½ in., width between arms when lowered is 15½ in., and when raised 18 in. Maximum height is 40 in. and minimum 27 in. Weight is 18 lb. The holder folds flat when not in use. **(PM/560.)**

Nine Foot Stacker

ONE very strong point of this pedestrian-controlled power pallet stacker is the small manoeuvring space it needs. Operating on the principle of straddle legs under the load, this stacker can be turned at right-angles in an aisle width which

measures only a diagonal, corner-to-corner dimension of the load. Thus it can be said that the truck itself requires no additional space whatever in which to manoeuvre its load.

Secondly, while weighing less than 7 cwt., this stacker can lift a 2,000 lb. load to a height of 9 ft. With its own weight so light, and the load spread along the straddle legs, the stacker is suitable for use in many upper storeys of warehouses, etc., where it has hitherto been impossible to employ a fork lift truck. **(PM/561.)**

MAINTENANCE

Spray Gun

GIVING a round or fan spray, this spray gun is suitable for use on car bodies, furniture, machine tools and constructional work. Supply of air and paint (or other material) is automatically regulated and the conveniently located spreader control valve gives a progressive change from the conical through all elliptical forms

to a flat fan in any position of the head. Nozzle and head are self-aligning. The gun is equipped with a spring clip quick release trigger movement. Approximate air consumption is 4.5-7 cu. ft./min. The suction feed container holds about a quart.

(PM/562.)

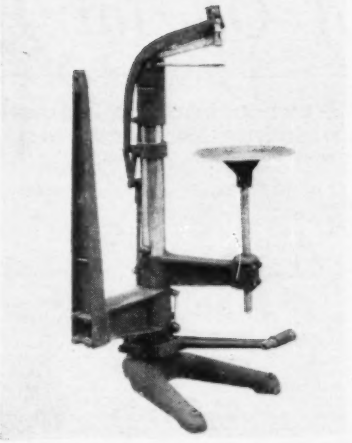
Draught Preventer

PHOSPHOR-BRONZE sealing strip designed to prevent draughts seems to be gaining popularity in factories and offices. It is now being marketed in lengths of 40, 60, 80, and 100 ft., complete with springing tool and fixing pins. The tool is used to "spring" the metal strip after it has been tacked into position on doors or window frames. The process of "springing" the metal causes its free edge to curl outwards from the woodwork, and it is this free edge which makes contact with the adjoining surface and bridges any gap, rendering the door or window air-tight when closed. **(PM/563.)**

PACKING

Carton Stitcher

A USEFUL servant in the packing department is this carton-stitching machine, which fastens bottoms, sides and tops of cartons. It is foot-operated, and has a platform to carry filled cartons. The 20 in. × 14 in. cast base supports a 3 in. diameter pillar. This pillar carries the supporting arms for the stapler head, which is actuated through toggle action connecting bars to the pedal. Construction and design of the machine enable a powerful thrust to be given to the stapler head by a light operation of the pedal.



The stapling head is fitted with a non-clog device to prevent jamming. The machine uses broad steel preformed staples in 9 mm. or 12 mm. sizes, and will pierce any corrugated board, fibre board, hardboard and plywood. **(PM/564.)**

BETTER HOUSEKEEPING

Water-fed Brush

MARKETED originally for cleaning commercial vehicles and cars, this water-fed brush is coming into wide use for factory cleaning also. Water is supplied via aluminium tubes

or rubber hose through the centre of the brush, so that washing and rinsing are simultaneous. Brushes can be supplied with soft, standard or stiff bristles and with 3 ft. extension tubes which can be joined to make a 6 ft. handle. Some firms are using this brush for window cleaning. **(PM/565.)**

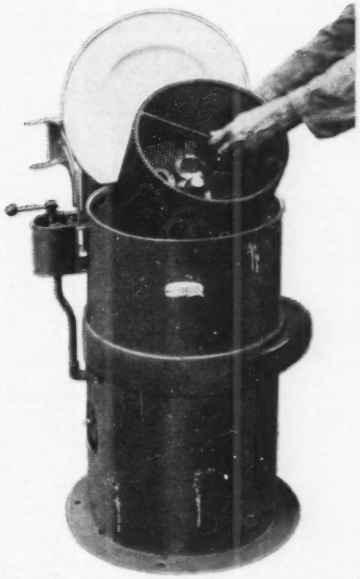
FINISHING

Centrifugal Dryer

THIS centrifugal dryer is designed for use where finishing processes demand speedy drying with minimum effort. It will ensure, say its manufacturers, stain-free work after plating, wet burnishing, bright dipping or de-scaling or, in the case of plastics, after dyeing or dip polishing. It can also be used—without its electric heating—for oil separation.

Size of basket is 12 in. diameter × 8½ in. deep (capacity 1¼ gallons); heating load, 1.3 kw.; motor ½ h.p.; floor space occupied, 24 in. × 24 in.; weight, 3 cwt. The dryer will hold up to 56 lb. of articles.

The motor can be reversed by means of a rotary drum controller, thus enabling cut shape articles to be quickly dried. To comply with the Factories Act the machine is made so that it is impossible for the operator to open the lid while the basket is in motion. **(PM/566.)**



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Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

STATUTORY INSTRUMENTS

No. 1615. The Fur Wages Council (Great Britain) Wages Regulation Order, 1952. Dated September 2, 1952, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 9*d*. (Revokes Orders Z.(49), Z.(55) and Z.(57), and fixes new statutory minimum remuneration payable. Operative from September 22, 1952.)

No. 1620. The Boot and Shoe Repairing Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1952. Dated September 3, 1952, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 4*d*. (Amends Order D.(103) by increasing statutory minimum remuneration payable, and by altering conditions to be fulfilled by learners before general minimum time rates become applicable. Operative from September 22, 1952.)

No. 1621. The Laundry Wages Council (Great Britain) Wages Regulation Order, 1952. Dated September 3, 1952, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 6*d*. (Revokes Order W.(67) and fixes new statutory minimum remuneration payable. Also provides that guaranteed weekly remuneration is not payable in respect of any week if the worker's employment is terminated before the end of that week. Amends W.(63) by providing that a worker is informed of his employer's intention to apply to the Council for the holiday season to be extended in the case of that worker. Operative from September 22, 1952.)

No. 1625 The Retail Newsagency, Tobacco and Confectionery Trades Wages Council (Scotland) Wages Regulation Order, 1952. Dated September 4, 1952, made by Ministry of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 6*d*. (Revokes Orders R.N.T.S.(6) and R.T.N.S.(8), and substitutes new statutory minimum remuneration payable. Also amends Order R.N.T.S.(4) by altering provisions relating to calculation of period of employment qualifying a worker for annual holiday and holiday remuneration. Operative from September 26, 1952.)

No. 1626. The Retail Newsagency, Tobacco and Confectionery Trades Wages Council (England and Wales) Wages Regulation (Amendment) Order, 1952. Dated September 4, 1952, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 4*d*. (Amends Orders R.N.T.(3) and (4), as amended by Order R.N.T.(10), by increasing statutory minimum remuneration payable. Operative from September 26, 1952.)

No. 1627. The Retail Food Trades Wages Council (Scotland) Wages Regulation (Amendment) Order, 1952. Dated September 4, 1952 made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 4*d*. (Amends Order R.F.C.S.(6), as amended by Order R.F.C.S.(9), by increasing statutory minimum remuneration payable, and by providing for a reduction in the guaranteed weekly remuneration in certain circumstances. Operative from September 26, 1952.)

No. 1633. The National Insurance (Industrial Injuries) (Benefit) (Amendment) Regulations, 1952. Dated September 4, 1952, made by Minister of National Insurance under Sub-section 2(A), Section 14, National Insurance (Industrial Injuries) Act, 1946(a), as amended by the National Insurance (Industrial Injuries) Act, 1948(b). *H.M.S.O.* 2*d*. (Amend the 1948 Regulations to provide that in determining claims for increased disablement benefit, on grounds of special hardship, any period of work while waiting for surgical treatment, etc., may be disregarded as well as periods of rehabilitation, training or trial. Operative from September 10, 1952.)

No. 1634. The Wages Regulation (Licensed Non-residential Establishment) Order, 1952. Dated September 5, 1952, made by Minister of Labour and National Service under Section 8, Catering Wages Act, 1943(a). *H.M.S.O.* 6*d*. (Revokes Orders L.N.R(12), L.N.R.(18) and L.N.R.(23), and increases statutory minimum remuneration payable. Also amends Order L.N.R.(19) by increasing holiday remuneration payable to workers normally supplied with full board or meals. Operative from October 5, 1952.)

No. 1635. The Retail Furnishing and Allied Trades Wages Council (Great Britain) Wages Regulation Order, 1952. Dated September 5, 1952, Made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 9*d*. (Revokes Order R.F.A.(10), and fixes new statutory minimum remuneration payable. Amends Order R.F.A.(4) by providing the method of calculating holiday remuneration due to a worker on termination of his employment, and by altering provisions relating to calculation of period of employment qualifying a worker for annual holiday and holiday remuneration. Operative from September 26, 1952.)

No. 1636. The Sugar Confectionery and Food Preserving Wages Council (Great Britain) Wage Regulation (Amendment) Order, 1952. Dated September 5, 1952, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 3*d*. (Amends Order F.(55) by increasing statutory minimum remuneration payable. Operative from September 24, 1952.)

No. 1640 (S.85). The Fire Services (Conditions of Service) (Scotland) Amendment Regulations, 1952. Dated September 4, 1952, made by Secretary of State for Scotland under Sub-section (1), Section 17, Fire Services Act, 1947(a). *H.M.S.O.* 2*d*. (Provide that military service of brigade members recalled to the Services shall count for pay purposes. Also extend period of compensation to part-time members injured on duty from 13 weeks to 26, and bases compensation on service instead of minimum rate of pay. Operative from September 9, 1952.)

No. 1644. The Fire Services (Ranks and Conditions of Service) (No. 2) Regulations, 1952. Dated September 6, 1952, made by Secretary of State for the Home Department under Sub-section (1), Section 17, Fire Services Act, 1947(a). *H.M.S.O.* 2*d*. (Provide that military service of brigade members recalled to the Services shall count for pay purposes. Also extend period of compensation to part-time members injured on duty from 13 weeks to 26, and bases compensation on service instead of minimum rate of pay. Operative from September 15, 1952.)

No. 1674. The General Waste Materials Reclamation Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1952. Dated September 12, 1952, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1952. *H.M.S.O.* 3*d*. (Amends Order D.B.(42) by increasing statutory minimum remuneration payable and by reducing the working week from 48 to 46 hours. Operative from October 1, 1952.)

No. 1685. The Toy Manufacturing Wages Council (Great Britain) Wages Regulation Order, 1952. Dated September 15, 1952, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 4*d*. (Revokes Orders Y.(40) and Y.(45), and fixes new statutory minimum remuneration payable. Operative from October 3, 1952.)

No. 1686. The Linen and Cotton Handkerchief and Household Goods and Linen Piece Goods Wages Council (Great Britain) Wages Regulation (Holidays) Order, 1952. Dated September 15, 1952, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 6*d*. (Revokes Orders H.L.(16) and H.L.(30), and fixes holidays allowed and holiday remuneration payable. Operative from October 1, 1952.)

No. 1688. The Factories (Testing of Aircraft Engines, Carburettors and other Accessories) Revocation Order, 1952. Dated September 15, 1952, made by Minister of Labour and National Service under Regulation 60, Defence (General) Regulations, 1939, the Supplies and Services (Transitional Powers) Act, 1945(a), Supplies and Services (Extended Purposes) Act, 1947(b), Supplies and Services (Defence Purposes) Act 1951(c), and Supplies and Services (Continuance) Order, 1951(d). *H.M.S.O.* 2*d*. (Revokes The Factories (Testing of Aircraft Engines, Carburettors and Other Accessories) Order, 1944(e). Operative from November 1, 1952.)

No. 1689. The Factories (Testing of Aircraft Engines and Accessories) Special Regulations, 1952. Dated September 15, 1952, made by Minister of Labour and National Service under Section 60, Factories Act, 1937(a), Section 8, Factories Act, 1948(b), and Transfer of Functions (Factories, etc., Acts) Order, 1946(c). *H.M.S.O.* 4*d*. (Prescribe precautions to reduce risk of fire and explosion. Operative from September 15, 1952.)

No. 1693. The General Waste Materials Reclamation Wages Council (Great Britain) (Constitution) Order, 1952. Dated September 16, 1952 made by Minister of Labour and National Service under Section 20, Wages Councils Act, 1945(a). *H.M.S.O.* 2*d*. (Brings the constitution of the Wages Council into conformity with the requirements of the Wages Councils Act, 1945. Operative from September 24, 1952.)

No. 1704. The Police Regulations, 1952. Dated September 17, 1952, made by Secretary of State for the Home Department under Section 4, Police Act 1919(a). *H.M.S.O.* 1*s*. (Consolidate and amend existing Police Regulations other than those relating to discipline and promotion. Main amendments are alteration in age of appointment for a constable; extension from one week to one month of the period of notice to a constable on probation; omission of requirement that an inspector be on probation for one year; that temporary promotion be counted for pay purposes, etc., Operative from October 1, 1952.)

No. 1733. The Wages Regulation (Industrial and Staff Canteen Undertakings) Order, 1952. Dated September 23, 1952, made by Minister of Labour and National Service under Section 8, Catering Wages Act, 1943(a). *H.M.S.O.* 6*d*. (Revokes Order I.S.C.(19) and fixes new statutory minimum remuneration payable and holidays allowed. Operative from October 15, 1952.)

No. 1738. The Retail Bespoke Tailoring Wages Council (Scotland) Wages Regulation Amendment Order, 1952. Dated September 25, 1952, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 3*d*. (Revokes Order R.B.S.(34), and increases statutory minimum remuneration payable. Operative from October 13, 1952.)

GENERAL

Ministry of Labour and National Service. Report for the Year 1951. Issued by the Ministry of Labour and National Service, September, 1952. *H.M.S.O.* 6*s*. (See also page 203.)

Repairs of Drums or Tanks—Explosion and Fire Risk. (Warning Notice.) Issued by Ministry of Labour and National Service. Factory Department,

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May, 1952. Factory Form 386. *H.M.S.O.* 2*d*.

Hoists in Certain Chimneys. Certificate of Exemption No. 3. Building, (Safety, Health and Welfare) Regulations, 1948. Issued by Ministry of Labour and National Service, Factory Department, June, 1952. Factory Form 2006. *H.M.S.O.* 3*d*.

National Service Act, 1948. Reinstatement in Civil Employment. R.E.Code 1. Pamphlet No. 88. Issued by the Office of the Umpire, August, 1952. *H.M.S.O.* 2*d*.

INDUSTRIAL COURT AWARDS

No. 2403. Road Passenger Transport Undertakings. Reference: Claim that wages and conditions of employment of drivers and conductors did not conform with requirements of Section 93, Road Traffic Act, 1930. Award: The Court found that wages and conditions of employment were less favourable than those specified, and awarded accordingly. (3/9/52.)

No. 2404 Government Industrial Establishments. Reference: Dispute arising from application of Industrial Court Award No. 2388 to canteen workers at the Ministry of Supply. Award: Wage increase of 7s. 6d. a week to men and 6s. to women. (9/9/52.)

No. 2405. Paint, Varnish and Lacquer Industry. Reference: Claim for substantial increase in basic rates. Award: Increase of 7s. a week to men, 5s. to women, and proportionate increases to juniors. (9/9/52.)

No. 2406. Entertainment Industry. Reference: Dispute concerning terms and conditions of employment of musicians in theatres and music halls outside London's West End and Suburbs. Award: Existing bonus to be increased from 20s. to 22s. 6d. a week. No award was made in respect of salaries of musical directors, and the Court found against the claim for a single scale to replace the existing four scales in the agreement of February, 1950. The alteration of conditions of employment, in the light of this award, was referred back for consideration by both parties. (10/9/52.)

No. 2407. Catering Industry. Reference: Claim that rates of pay for certain grades of staff employed in National Service Hostels be increased by 10s. a week. Award: Increase of 5s. a week to adult non-resident staff, with proportionate increases for women and juniors; the claim in respect of resident staff was not established. (11/9/52.)

No. 2408. Road Passenger Transport Industry. Reference: Claim for substantial wage increase for all employees governed by the National Joint Industrial Council for the Road Passenger Transport Industry (tramways, trolleybuses and motor omnibuses.) Award: Increase of 7s. a week. (11/9/52.)

No. 2409. Government Industrial Establishments. Reference: Claim for lead rate of 4s. for waiters and waitresses employed in Air Ministry and War Office messes. Award: Lead rate of 2s. for waiters; the claim on behalf of waitresses was not established. (16/9/52.)

No. 2410. Electricity Supply Industry. Reference: Claim for increase of 3d. per hour for all manual grades in the electricity supply industry. Award: Increase of 2d. per hour for all grades. (18/9/52.)

No. 2411. Distributive Trade. Reference: Claim for a "pitching payment" on all produce at Spitalfields Market. Award: The Court found in favour of the principle of a common payment for pitching all produce and directed the parties concerned to negotiate a schedule of charges. (18/9/52.)

No. 2412. Road Transport Industry. Reference: Claim for substantial wage increases for operating and ancillary grades. Award: Increase of 8s. a week for adults, with proportionate increases for juniors, on the rates provided for in Appendices B1—10 of the Agreement of October 25, 1950, as revised July 25, 1951. (25/9/52.)

No. 2413. Road Transport Industry. Reference: Claim for increase of 10 per cent. in wage rates of engineering, maintenance and repair grades. Award: Increase of 2d. per hour for adults, with proportionate increases for juniors, in rates provided for in clause 2(a) and 2(b) in agreement of November 7, 1950, as revised October 8, 1951. (25/9/52.)

No. 2414. Electricity Supply Industry. Reference: Claim that salaries of clerical grades be increased by not less than 10 per cent. Award: The Court award salary rates ranging from £160 a year at 16 to £375 at 26 for male clerical officers, with proportionate rates for females; and an increase of £20 a year to officers on the higher clerical, administrative and commercial staff. (30/9/52.)

INDUSTRIAL DISPUTES TRIBUNAL

AWARDS

No. 224. Rates of Wages of Certain Workers Employed in the Coal Distributive Trade. Claim: For adjustment in wage rates of workers covered by agreement of the National Joint Industrial Council for the Distributive Coal Trade dated June 24, 1952. Award: Increase of 5s. a week for adults with proportionate increases for juniors. (22/8/52.)

No. 225. Remuneration of Certain Workers Employed by an Engineering Firm in the London Area. Claim: For increase of 11s. for a 44-hour week for the period November 23—December 27, 1951, in accordance with engineering agreement dated November 29, 1951. Award: In favour of workmen. (23/8/52.)

No. 226. Grouping of Towns under an Agreement Applicable to Clerical Workers Employed in Provincial Daily Newspaper Offices. Claim: For revision of classification of towns for wage rates in specified agreement. Award: Claim not established. (27/8/52.)

No. 227. Remuneration of Certain Workers Employed on Ship Repair Work at Grimsby. Claim: For increase of 11s. a week for machinists and blacksmiths' strikers in accordance with engineering agreement of November 28, 1950. Award: In favour of workmen. (30/8/52.)

No. 228. Annual Holidays in the "Leavers" Section of the Lace Industry. Claim: For two weeks' annual holiday with pay. Award: Two weeks' annual holiday with pay at the rate of £6 a week for men and £4 for women, for a full year's service, with pro rata payments to workers with less than one year's service. (30/8/52.)

No. 229. Rates of Wages of Certain Workers Employed in the Baking Industry in Yorkshire. Claim: For minimum rates of pay ranging from ½d. to 1d. per hour above those laid down by the Baking Wages Council. Award: Claim not established. (3/9/52.)

No. 230. Classification of Two Workers Employed at Scarborough Hospital. Claim: That two workers be classified as operating theatre attendants, Class 1, and paid accordingly. Award: Claim not established. (4/9/52.)

No. 231. Rates of Wages of Certain Engineering Craftsmen Employed by the Leicester Corporation. Claim: For increase of 11s. a week to craftsmen employed in the cleansing department, in accordance with engineering agreement of November, 1950. Award: Claim not established. (5/9/52.)

No. 232. Remuneration of Certain Chief Officers of the Wallsend Corporation. Claim: For implementation of recommendations of Joint Negotiating Committee for Chief Officers of Local Authorities in respect of Borough Treasurer and Borough Engineer and Surveyor. Award: in favour of claim. (9/9/52.)

No. 233. Remuneration of Certain Chief Officers of the Swansea Corporation. Claim: For implementation of recommendations of Joint Negotiating Committee for Chief Officers of Local Authorities in respect of the Borough Treasurer, Director of Education and Borough Architect. Award: In favour of claim. (10/9/52.)

No. 234. Remuneration of Certain Chief Officers of the Blaydon Urban District Council. Claim: For implementation of recommendations of the Joint Negotiating Committee for Chief Officers of Local Authorities in respect of Chief Financial Officer and Engineer and Surveyor. Award: In favour of claim. (11/9/52.)

No. 235. Remuneration of Certain Stokers Employed at a Hospital at York. Claim: For payment of 1d. per hour in excess of Group 6 rate. Award: Claim not established. (16/9/52.)

EYE-RESTING TECHNIQUE

Continued from p. 190

injury. Instant attention is thereby drawn to an exposed danger, and personal reactions to these aids become subconscious and involuntary. Psychromatics thus greatly assist in improving safety precautions.

This subject of psychromatics is highly specialised. It requires the closest collaboration between the design specialists, the works management and the technicians responsible for carrying out the installation of the scheme. It is vital to the success of the treatment that a planned scheme should be strictly practical and capable of being carried out economically. Mistakes can be costly. The right treatment may cost no more, initially, than a badly-designed and wasteful lighting installation and a poor scheme of decoration.

Credit to Management

While it must be admitted that the principles outlined here can be more readily applied to new premises, the conversion of older buildings is by no means an impossible task. Modernisation of lighting will often bring about a lowering of running costs, particularly when it is combined with the high light utilisation factor of a good scheme of decoration. Buildings have to be redecorated at some period and then is a good time to put in a scheme which, because it is completely suited to its location and purpose, will be of the greatest benefit to those who use it, and a credit to the management concerned.

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Management Diary for November

Ashridge
Nov. 24-Dec. 5 "Industrial Management." Bonar Law Memorial College, Berkhamsted, Herts.

British Association for Commercial and Industrial Education
3-5 Communication Training. (Senior Management Course.) 8 Hill Street, London, W.1.
10-12 Communication Training. (Departmental Management Course.) 8 Hill Street, London, W.1.

British Institute of Management
13-15 Autumn Management Conference. Harrogate.

Burton Manor
2-14 Supervisory Management.
2-14 "Survey of the Docks and Shipping Industries—With Special Reference to Human Relations."
16-28 Administration Course for Junior Management.

Carlisle and District Management Association
11 "Personality in Relation to Leadership and Relationships with Employees." Dr. W. V. A. Erskine.

Chartered Institute of Secretaries
5 "Personnel in Industry—Selection and Training." W. Davis Reid. Ca'doro Restaurant, Union Street, Glasgow. 7.15 p.m.
20 "Training for Management." Prof. A. F. Burstall. Midland Hotel, Forster Square, Bradford. 7 p.m.

Corporation of Certified Secretaries.
27 "Higher Control in Management." A. Mallinson, St. Enoch Hotel, Glasgow. 7.30 p.m.

Illuminating Engineering Society
4 "Planning an Industrial Lighting Scheme." V. A. Heydon. Midlands Electricity Board, 31 Kingsway, Stoke-on-Trent. 6 p.m.
5 "Planning Lighting Installations." J. F. Roper, City of Edinburgh Lighting and Cleansing Department, 357 High Street, Edinburgh. 7 p.m.
6 "The Lighting of Shipyards." J. S. McCulloch. Institution of Engineers and Shipbuilders in Scotland, 39 Elmbank Crescent, Glasgow, C.2. 6.30 p.m.
6 "Factory Lighting." Lighting Service Bureau, 2 Savoy Hill, London, W.C.2. 6 p.m
19 "Industrial Lighting." W. Imrie-Smith. Preston and District Chamber of Commerce, 49a Fishergate, Preston. 7.15 p.m.
20 "Lighting in Relation to Safety and Vision." E. W. Murray. G.E.C. Ltd., 2 St. Aldate Street, Gloucester. 6.15 p.m.

Industrial Welfare Society
3 "Manual Handling and Lifting." Birmingham.
3 "Industrial Law." Sheffield.
3-Dec. 8 Discussion Group for Supervisors. (Course.) 48 Bryanston Square, London, W.1. 6 p.m.
3-Dec. 8 Discussion Group for Retail Trades. (Course.) 48 Bryanston Square, London, W.1. 6 p.m.
3 Advisory Meeting. Doncaster.
5 "Industry and the Modern Educational System." Dr. H. H. Burness. 48 Bryanston Square, London, W.1.
6 "Foremanship." Manchester.
6-27 "Industrial and Factory Law." (Course.) H. Samuels. 48 Bryanston Square, London, W.1.
6-27 "Job Evaluation." (Course.) J. M. Marshall and A. H. Merrie. 48 Bryanston Square, London, W.1.
10-14 "Human Relationships in Industry for Junior Executives." (Course.) 48 Bryanston Square, London, W.1.
14-17 "Meeting the Personal Needs of Employees." Oulton Hall Hotel, Clacton.
17 Advisory Meeting. Birmingham.
17 "Setting Up a Supervisors Training Scheme." Liverpool.
24 "Manual Lifting and Handling." Leeds.
24 "Manual Lifting and Handling." Sheffield.
25-27 "Course on Canteen Management." 48 Bryanston Square, London, W.1.
27 "Reporting Social Events." (For industrial editors.) T. R. Gilbert. 48 Bryanston Square, London, W.1. 2.30 p.m.
28-Dec. 1 "Manual Lifting and Handling." Bisham Abbey, Bucks.
28-Dec. 1 Office Conference. Eastbourne.

Institute of Industrial Supervisors
5 "Consultation in Industry." H. Weston Howard. College of Technology, Suffolk Street, Birmingham. 7.30 p.m.
6 "Foremanship." T. E. Verity. Platt Bros., Oldham. 7.30 p.m.
6 Discussion meeting with Institute of Personnel Management. Thompson Bros. (Bilston) Ltd. 7.30 p.m.
6 "American Survey." W. J. Izzard. Sandwell Hotel, West Bromwich. 7.45 p.m.
9 "Industrial Law—What the Foreman Should Know." South Wales Institute of Engineers. 7.30 p.m.
13 "Management and Supervision — Their Relationships." Great Northern Hotel, Leeds. 7.30 p.m. (Joint meeting with Institution of Works Managers.)
13 "Supervision and Materials Handling." F. T. Dean. G. W. King, Ltd., Nottingham. 7.30 p.m.
13 "The New Foremanship." J. K. Evans. College of Technology, Rotherham. 7.30 p.m.
15-17 "Human Relations, Communication and Discipline." Esplanade Hotel, Seaford, Sussex.
18 "The New Foremanship." J. W. Ball. College of Technology, Suffolk Street, Birmingham. 7.30 p.m.
19 "The Worker's Attitude to his Job." Butler and Tanner Ltd., Frome. 7.30 p.m.
20 "Industrial Law—What the Foreman Should Know." T. Wylie. Craven Arms Hotel, High Street, Coventry. 7.30 p.m.
20 "Problems in Large-scale Organisation." J. W. Grately. The Polytechnic, Woolwich, London, S.E. 7.30 p.m.
20 "The Foreman and Works Safety." W. J. S. Graham. Technical College, Hyde. 7.30 p.m.
20 "Communications and English Expression." K. D. Cowie. County Commercial College, Wednesbury. 7.30 p.m.
21-23 "Work Study for Supervisory Management." Ashorne Hill, Leamington.
26 Joint Meeting with T.W.I. Association. G. Darling. Westgate Hotel, Newport. 7.30 p.m.
27 "Responsibilities of the Supervisor." J. C. W. Stead. British Jeffrey Diamond Ltd., Wakefield. 7.30 p.m.
27 "Problems of British Trade Unions Today." H. Douglass. Royal Beach Hotel, Southsea. 7.30 p.m.
27 "Managing Men, Materials, Machines." S. Waugh. Grand Hotel, Sheffield. 7.30 p.m.
27 "The New Foremanship." H. R. Harbott. Hoover (Washing Machines) Ltd., Aberdare. 7.30 p.m.

Institute of Industrial Technicians
27 "The Workers' Attitude to Scientific Work Measurement." J. Leask. Chamber of Commerce, New Street, Birmingham. 7.15 p.m.

Institute of Personnel Management
3 "Personnel Management of Tomorrow." Miss B. N. Sear. London School of Economics, Houghton Street, London, W.C.2.
4 "Work Measurement." M. Rosenthal. Harrods Ltd., Brompton Road, London, S.W.1. (Staff Management Association.)
6 "Effect of Staff Status for Manual Workers." 8 Hill Street, London, W.1. 10 a.m.
18 "Psychiatry and Industry." Dr. R. Tredgold. Shell Mex House, Strand, London, W.C.2. 7 p.m.
18 "The Ethics of Management." Miss Batten. The Engineers Club, Manchester. 6.30 p.m.
30-Dec. 6 "Employees' Services." London. (Course.)

Institution of British Launderers
18-20 Management Conference. Leamington Spa.

Institution of Heating and Ventilating Engineers
25 "The Impact of Environmental Warmth upon Personnel in Industry." F. R. L. White. G.E.C. Ltd., Cathays Park, Cardiff. 6.30 p.m.

Institution of Works Managers
4 "Industry and the Law." Stuart Shields. Grand Hotel, Sheffield. 7.30 p.m.
5 "A Review of Human Relations Trends." J. Marsh. Leicester College. 7 p.m.
7 "Incentives in Industry." S. G. Massey. Danum Hotel, Doncaster. 7 p.m.
10 "Work Study as a Standard of Measurement." K. P. Kelly. Y.M.C.A., John William Street, Huddersfield. 7 p.m.
11 "Some Thoughts Upon American Management." J. C. W. Stead. Adelphi Hotel Liverpool. 6.30 p.m.
11 "The Team Spirit and How to Get it." Dr. Denis Chapman. Storey Institute, Lancaster. 7.30 p.m.
13 "Communications in Industry." J. V. Ellis. The Plough, Kenton Road, Kenton, Middx. 12.30 p.m.
24 "Functions of a Managing Director in a Large Enterprise." F. J. Pascoe. Franklins Gardens Hotel, Northampton. 7.30 p.m.
25 "The Church and Industry." Rev. Michael Brook. Star and Garter Royal Hotel, Wolverhampton. 7 p.m.

National Institute of Industrial Psychology
3-7 Course II in Selection Methods. London.
5 Supervisors' Extended Course. London.
10-14 Residential Course for Supervisors. Belstead House, Nr. Ipswich.
18-19 Course for Supervisors. Cardiff.
20-21 Course for Supervisors. Bristol.
24-28 Course I in Selection Methods. Birmingham.
26 Conference. Birmingham.

Pendley Manor
10-15 Foremen's Course.

Office Welfare

THE Home Secretary, Sir David Maxwell Fyfe, told the annual conference of the Institute of Shop Acts Administration that the Government, with great reluctance, had decided to defer the introduction of legislation on health, welfare, and safety in offices and shops until economic conditions improved. The chief difficulty was shortage of building labour and materials.

However, the Government hoped to start consultations with interested organisations this autumn and were circulating tentative proposals as a first step. These proposals followed in general the recommendations of the Gowers Committee, and dealt with shops, offices, catering establishments, theatres and other miscellaneous places of employment. He pointed out that one of the most difficult problems was that of definition. Although shops and theatres could be easily defined, there was at present no legal definition of an office. The Government thought it best to apply legislation not to office buildings as such but to rooms which were chiefly used for clerical work.

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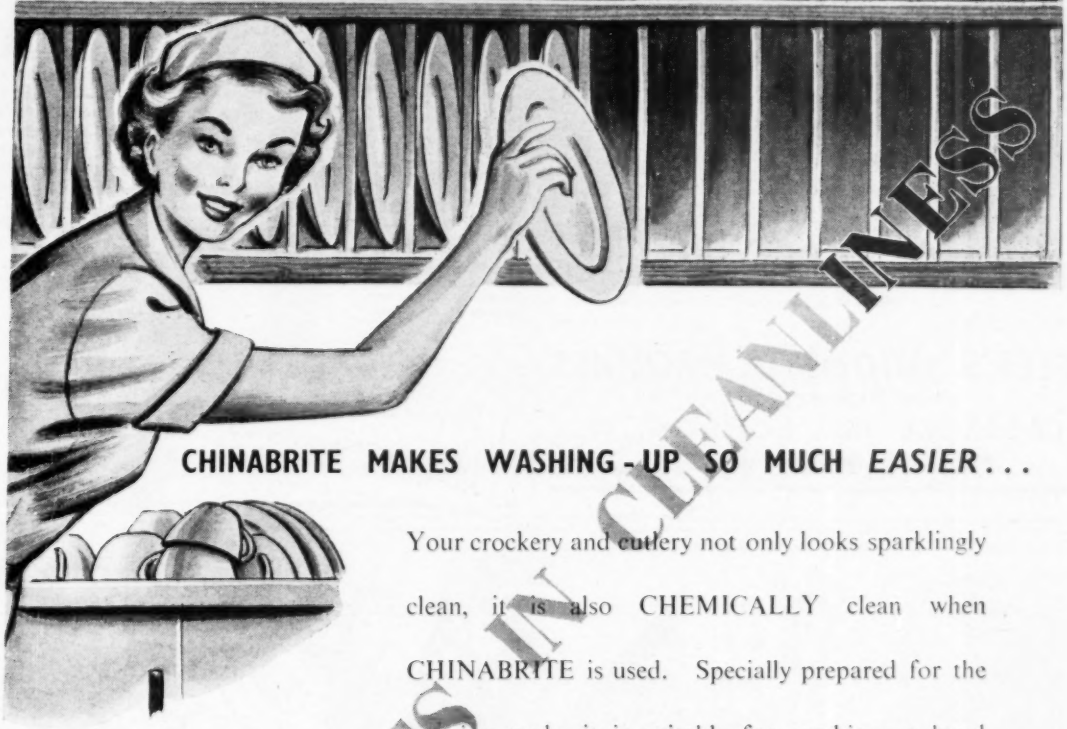

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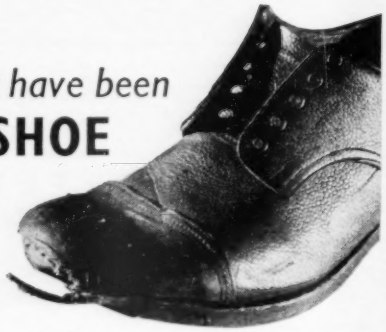

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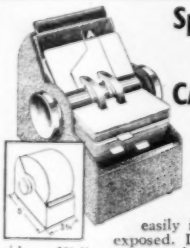

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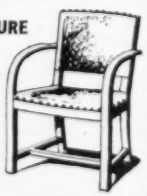

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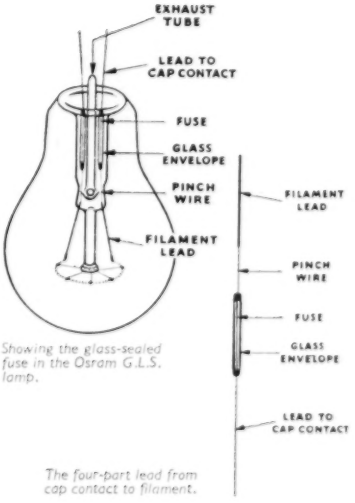

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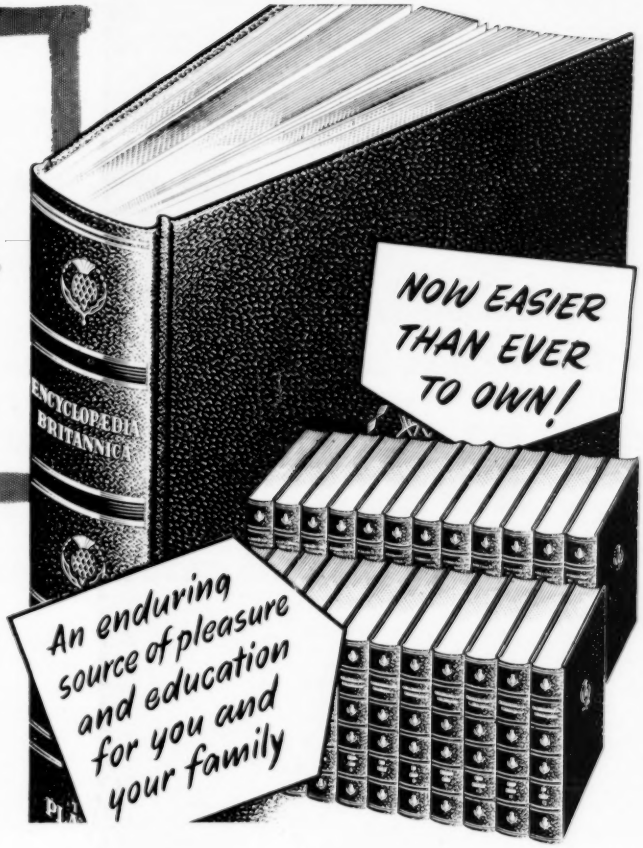
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Printed for the Proprietors, The Shaw Publishing Co. Ltd., 180 Fleet Street, E.C.4 (CHA.8844), by the Sidney Press Limited, London and Bedford. November, 1952. Advertisement and Editorial Office, 180 Fleet Street, London, E.C.4.